
U.S. COAST GUARD



AUXILIARY FLOTILLA PROCEDURES GUIDE

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MEMORANDUM

Reply to CG-BSX-11
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From: /T. P. Glendye, CAPT/
Chief, Office of Auxiliary and Boating Safety

To: Distribution

Subj: AUXILIARY FLOTILLA PROCEDURES GUIDE

Ref: (a) Auxiliary Manual, COMDTINST M16790.1 (series)
(b) Auxiliary Flotilla Procedures Manual, COMDTINST M16791.5 (series)

1. PURPOSE. Pursuant to authorities and policies in reference (a), this guide provides guidelines and procedures for Auxiliary flotillas to organize, conduct business, and carry out authorized Auxiliary activities and programs.
2. ACTION. Elected and appointed leaders and program managers at all levels of the Auxiliary organization shall ensure Auxiliary flotillas adhere to provisions of this guide.
3. AUTHORIZED RELEASE. Internet release is authorized.
4. DIRECTIVES AFFECTED. Reference (b) is cancelled.
5. BACKGROUND. The flotilla is the Auxiliary's foundational unit in which policies and programs are transformed into action. Every Auxiliarist belongs to a flotilla. The flotilla provides the organizational base upon which Auxiliarists train and build their skills, carry out activities to serve the Coast Guard and the maritime public, and facilitate fellowship amongst membership. Flotilla success relies on the effectiveness of its elected and appointed leaders and the cohesiveness of its membership. Similarly, achievement of flotilla success is maximized by the motivation, tools, and training provided to its leaders and membership.
6. DISCLAIMER. This guide is not a substitute for applicable legal requirements, nor is itself a rule. It is intended to provide guidance for Auxiliary personnel and is not intended to, nor does it, impose legally binding requirements on any party outside the Coast Guard.
7. MAJOR CHANGES. This guide includes many revisions across all sections that reflect changes in Auxiliary organization, policies, and authorized activities. Notably:

- a. Section 1.B.1. - Addresses the prohibition for flotilla elected officers to concurrently serve as staff officers for finance or materials at any organizational level.
- b. Section 1.B.4. – Addresses the District Director of Auxiliary’s (DIRAUX) authority to waive election eligibility criteria.
- c. Section 1.B.6. – Addresses the ability of the Division Commander (DCDR) to appoint an interim FC and VFC if a flotilla fails to hold valid annual elections by 15 December.
- d. Sections 1.B.7. and 1.B.8. – Address flotilla election guidelines and voting procedures.
- e. Section 1.B.9. – Addresses the status of the Immediate Past Flotilla Commander (IPFC).
- f. Section 1.C.2. – Introductory reference to the Auxiliary Financial Controls SOP with several subsequent references throughout the guide.
- g. Section 1.C.3. – Addresses Auxiliary C-school purpose and availability.
- h. Section 1.C.4. – Addresses purpose and availability of Auxiliary legal counsel.
- i. Section 1.E.3. – Addresses the expectation for Auxiliarists to keep their flotilla leaders and program managers informed of their activities.
- j. Section 1.F.5. – Addresses the allowance for an Auxiliarist in Approval Pending (AP) status’ ineligibility for elected office to be waived.
- k. Sections 3.F.3. and 3.N.5. – Address program responsibilities and expectations of the Auxiliary-Sea Scout Youth Development (AUXSCOUT) program with several subsequent references throughout the guide.
- l. Section 3.M.3. – Addresses alignment of the full scope of Equal Opportunity categories with the Commandant’s Equal Opportunity Policy Statement.
- m. Section 3.P.10. – Addresses the use of an Awards Committee to appropriately distribute and facilitate a flotilla’s awards program.
- n. Sections 4.C-4.E. – Address the planning and execution of a flotilla’s ceremonies and special occasions.
- o. Section 5.B.5. – Addresses updated processing, expectations, and background checks for Auxiliarists in AP membership status.
- p. Sections 6.A.-6.I. - Address clarified courtesy and protocol expectations.

- q. Section 7.D.2. – Addresses the authority for flotilla elected and appointed staff officers to assign qualified Auxiliarists to duty.
- r. Appendix A – Addresses inclusion of an appointment letter and description of duties for a Flotilla Staff Officer for AUXSCOUT (FSO-AS).

8. SCOPE AND AUTHORITIES. It is recommended the reader become familiar with the directives and publications noted throughout this guide.

9. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. This guide will not result in any substantial change to existing environmental conditions or violation of any applicable federal, state, or local laws relating to the protection of the environment.

10. DISTRIBUTION. No paper distribution will be made of this guide. An electronic version will be posted on the Chief Director of Auxiliary section of the Coast Guard Auxiliary web site: <https://www.cgaux.org>. All web sites in this guide are the most current available. If the cited web link does not work, then access should be attempted by copying and pasting or typing the web site address into the user's internet browser.

11. RECORDS MANAGEMENT CONSIDERATIONS. Records created as a result of this guide, regardless of format or media, must be managed in accordance with records retention guidance in reference (a).

12. FORMS. The forms referenced in this guide are available on the Coast Guard Auxiliary web site: <https://www.cgaux.org>.

13. REQUEST FOR CHANGES. Auxiliary units and individuals may formally recommend changes in writing through the chain of leadership and management including the appropriate Auxiliary national program manager(s) (email acceptable). Comments and suggestions from users of this guide are welcomed. All such correspondence may be emailed to Commandant (CG-BSX) at: CGAUX@uscg.mil.

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Dist: NEXCOM, ANACO-CC, DIRAUX, DCO

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Chapter 1: Flotilla Organization

Introduction

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

In this Chapter

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A. The Flotilla

A.1. Description

The flotilla is the basic organizational level, and the heart and soul of the Auxiliary. It requires 15 members in order to be chartered and 10 or more members in order to remain active and avoid disestablishment. It is led and managed by a flotilla commander (FC). Success depends on the energy, skill, and devotion to duty of the FC and the other elected and appointed officers, and is impossible without the support of the flotilla members and their willingness to effectively participate in flotilla and other Auxiliary programs.

A.2. Purpose of Flotilla

As the unit responsible for delivering almost all services to both Auxiliary customers and members, the flotilla is the most important level of the Auxiliary organization. In military jargon, it is the “tip of the spear.” The Auxiliary’s effectiveness, and the happiness of its members, is directly proportional to the quality of flotillas and their leadership.

A.3. Flotilla Relationship with Other Auxiliary Levels

It is sometimes said that flotillas exist to serve the division; nothing could be further from the truth. All of the three upper levels - division, district, and national - exist to support flotillas and the work they do. National staff provide liaison to the most senior levels of Coast Guard leadership. They coach and mentor district leadership. The National Executive Committee (NEXCOM), National Board, and National Executive Staff maintains general Auxiliary leadership and management over all Auxiliary programs and activities. Members’ principal link to the Coast Guard is through the District Director of Auxiliary (DIRAUX). The DIRAUX issues orders, maintains records, markets Auxiliary services to active duty commands, and spends Coast Guard funds on equipment and training events for the benefit of Auxiliarists and their flotillas. Divisions fill the tremendous span-of-control gap between flotilla and district levels, and they arrange mutual aid among flotillas.

A.4. Primary Function

The primary function of a flotilla when it comes to membership is to attract, recruit, develop, train, nurture, and retain Auxiliarists for assignment to duty. The flotilla is home to this essential activity. Auxiliarists are trained to accomplish specific missions assigned to the Auxiliary and to support collateral Coast Guard missions on a day-to-day and surge basis. In carrying out the mission of member services, Auxiliarists provide for vital internal flotilla support through the following staff offices:

- a. Finance (FN).
- b. Information Services (IS).
- c. Communications Services (CS).
- d. Materials (MA).
- e. Human Resources (HR).
- f. Member Training (MT).
- g. Public Affairs (PA).
- h. Publications (PB).
- i. Secretary/Records (SR).

Related to the recruitment of Auxiliarists is the provision of offers-for-use of surface, air, and radio facilities. These facilities are used by the Coast Guard to accomplish assigned missions.

A.5. Member Service and Development

The Auxiliary cannot fulfill its programs and missions if its flotillas do not effectively serve and support their members. Some of the key elements of member service include:

- a. Find, attract, and recruit new members; guide them through the application process while maintaining their interest and using their first weeks of enrollment to begin training and map an individual development plan.
- b. Seek out owners of surface, air, and radio facilities who may have an interest and willingness to offer them for use in Coast Guard missions.
- c. Maintain a warm, nurturing spirit of individual growth and mutual accomplishment that encourages every member to find the Auxiliary missions, activities, and qualifications that are best aligned with their own interests, aptitudes, and desires. Welcome new members into the fellowship of the unit, and pair them with experienced mentors to show the way.
- d. Establish a vigorous training program so that members can earn qualifications to participate in a wide variety of the Auxiliary's programs. Provide workshops and other periodic refresher training to maintain skills and qualifications. Ensure that the

program includes occasional enrichment training, just for the satisfaction of learning, on topics of interest.

- e. Celebrate those who earn new qualifications by arranging immediate opportunities to practice and develop entry-level skills to full maturity. Build and maintain a tradition and expectation of proficiency.
- f. Support operational programs with required facility inspections, appropriate training exercises, and assistance in securing any special equipment needed.
- g. Keep every member fully informed of developments that affect them and their activities. Assist in the completion of changing requirements, and adjust flotilla practices to meet new needs.
- h. In any organization, there come times when things don't go as they should. Qualifications get deleted, hours may not be entered, patrol reimbursements can go astray. The appropriate staff officer should make it a priority to become involved, diagnose the problem, and help the member iron it out. Sometimes the problem lies with the individual member. Tact and patience are needed to explain how to avoid a recurrence.
- i. Ensure that all flotilla decisions are made in an open, fair manner, and that everyone has an opportunity to participate. Combat cliquishness, and don't let anyone feel like an outsider.
- j. Value, respect, and celebrate every member's accomplishments and contributions. Each flotilla meeting should include several instances of informal recognition to individual members. When merited, members should be nominated for appropriate awards.
- k. Remember to have fun. Include fellowship opportunities in every activity, and include non-Auxiliarist family members when appropriate.

A.6. Customer Service

No organization, whether for-profit, non-profit, or governmental, exists without customers. The Auxiliary is no exception, and the flotilla is charged with primary responsibility for serving our customers. The flotilla that has done a good job of member recruiting, service, and development will be poised to deliver excellent customer service. Flotilla customers include:

- a. The Coast Guard is the Auxiliary's first and most obvious customer. The flotilla may perform missions as a unit, or make

trained people available to Coast Guard units. Some examples include:

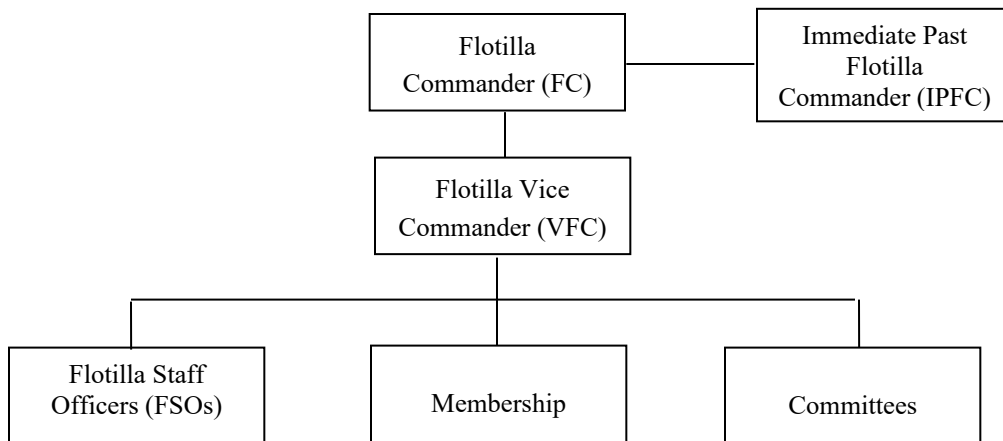
- (1) Recreational Boating Safety (RBS) is the primary mission of the Auxiliary. Public education classes, vessel safety check stations, on-water safety patrols, public appearances, RBS program visits, and public affairs activities are a few of the ways the flotilla works to improve boating safety.
 - (2) Many flotillas maintain close relationships with small boat stations and other active-duty units. Members stand radio watches, crew on small boats and cutters, cook in Coast Guard galleys, deliver training, assist marine safety missions, and perform other services limited only by the abilities of the members, the needs of the unit, and the restrictions of Coast Guard policy.
 - (3) The flotilla attracts members with special skills, aptitudes, and interests, and helps arrange training for them to serve the Coast Guard as experts in a multitude of special capacities, including foreign language interpreter, food service specialist, training facilitator, and even creating reference guides like this one.
- b. The Auxiliary assists virtually every state boating authority. While broad liaison and coordination is the purview of the State Liaison Officer (SLO) appointed by the District Commodore (DCO), these services are also delivered by flotillas throughout the district. Common activities include teaching state-sponsored public education classes, patrolling sole-state waters when authorized, and establishing vessel safety check stations in state parks.
 - c. Many state, county, and local authorities welcome the Auxiliary to conduct safety patrols, perform vessel safety checks, and participate in public affairs events. Such arrangements must be approved in advance in accordance with district policy and established Memoranda of Agreements (MOA).
 - d. Non-profit organizations, yacht clubs, fraternal or service clubs, or other groups are usually on the lookout for guest speakers, and enterprising flotillas can help fill that need while advancing the RBS mission.

Like any other organization, the flotilla must practice good customer service. Under-promise, over-deliver, and keep every commitment.

Most members will have heard these phrases more than once, and may dismiss them as mere platitudes. Ironically, the same Auxiliarist who was infuriated when the cable guy was late for a service call may cheerfully dismiss a commitment to crew a mission without even a phone call, accepting a last-minute golf invitation instead. Volunteer commitments in the Auxiliary are solemn obligations and should only be cancelled by mutual agreement. Good customer service is essential to being taken seriously by our partners; it requires effort from every member and vigilance from flotilla leadership.

The FC leads and manages the flotilla in the performance of its administrative, supervisory, and functional activities. The Flotilla Vice Commander (VFC) serves as chief of staff, coordinating staff actions, reviewing staff reports, advising on matters pertaining to staff functions, and providing a preliminary point of contact for flotilla members' questions and concerns. Actual relationships are more complex than the simple diagram in Figure 1. These leaders work for their flotilla members, not the other way around.

Figure 1
Flotilla Organization



B. Flotilla Elected Officers

B.1. Elected Officers

The flotilla has two elected officers, the FC and the VFC. The FC is elected to office by the flotilla members for a regular term of one year, and may be re-elected to serve for a second year. The FC may serve an unlimited number of terms, provided no more than two are consecutive. The VFC is similarly elected to office by the flotilla members for a regular term of one year, with no limitation on the number of terms authorized.

Notably, neither the FC nor the VFC may concurrently serve as a staff officer for finance or materials at any organizational level (e.g., the FC may not concurrently serve as the Flotilla Staff Officer – Finance (FSO-FN) or Materials (FSO-MA)). The DIRAUX may waive this prohibition for elected offices within their district in the event there is no effective way for the flotilla to comply. If an Auxiliarist serving in a FN or MA staff office is elected to FC or VFC, then they must relinquish that staff office prior to commencing their term of elected office unless a waiver has been granted. Similarly, if the FC or VFC wants, needs, or is otherwise compelled to assume the duties of a FN or MA staff office, then they must relinquish their elected office before doing so.

B.2. Authority of FC

The FC is responsible for implementing policies and actions adopted by a majority of the membership. Any influence which the FC has on the flotilla must be achieved through effective leadership and respect. The FC must create a positive leadership image and motivate members to work together as a team.

B.3. Committees

The FC may appoint one or more flotilla members as committees to accomplish specific intended purposes. In such cases the members temporarily perform staff functions and then revert to regular members when the task is completed and the final recommendation is submitted by the FC to the membership for action.

B.4. Eligibility for Election

Auxiliary leaders conducting elections are responsible for ensuring the eligibility of each candidate. The FC may therefore appoint one or more flotilla members as an Election Committee to solicit and assess eligibility of candidates. Eligibility requirements are the same for both the FC and VFC, and are set forth in reference (a), hereafter referred to as the “Auxiliary Manual” or simply, “AUXMAN.”

- a. Must, by the date of nomination, have a Favorable Operational Support (OS) Personnel Security Investigation (PSI, aka background check) determination recorded in AUXDATA II.
- b. Must, by the date of election, have completed one year as a member of the Auxiliary. The time that an individual is in Approval Pending (AP) membership status awaiting PSI determination or completing Auxiliary Core Training (AUXCT) counts for this purpose.
- c. Must, by date of nomination, successfully complete either the Administrative Procedures Course (APC), the Flotilla Leadership Course (FLC, classroom or online version), or Basic Qualification II (BQII) Course.
- d. Must complete and be current in AUXCT.
- e. Must, by the date of nomination, be a member of a flotilla in which they seek elected office.
- f. 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 AUXMAN sections 8.B.2 thru 8.B.10.
 - (2) Have served as a staff officer or elected officer at any organizational level for two years.
 - (3) Have 25 hours of documented activity in Auxiliary programs or mission areas that are authorized in AUXMAN section 2.B. and as reported on Activity Report forms, not including Member Activity Log (form ANSC-7029), for the previous year.
 - (4) The DIRAUX may waive any and all prerequisites and eligibility criteria for regional elections, as appropriate and with all due consideration for regional needs, circumstances, and potential impacts, including if eligible Auxiliarists are unavailable or unwilling to seek elected office.

B.5. Terms of Office

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

- a. The FC may serve no more than two consecutive terms, and may run for election again as FC after one year out of office.
- b. There is no limitation on the number of terms the VFC may serve.

B.6. Election Date

The election shall be no later than 15 December. With DCO concurrence and DIRAUX approval, flotillas may hold elections without regard to the date of the division or district election. This allows more flexibility for flotillas that do not have candidates for higher office at the next level to hold their elections early each year, and better enables them to meet end-of-year commitments.

If a flotilla fails to hold valid annual elections by 15 December, the Division Commander (DCDR) may appoint an interim FC and VFC. This action is taken only after consultation and approval by the DCO and the DIRAUX.

B.7. Flotilla Elections

Flotilla elections shall be held in accordance with provisions in the AUXMAN and standing rules, notably:

- a. The FC and VFC are elected by the members of the flotilla. Auxiliary leaders conducting elections are responsible for ensuring the eligibility of each candidate.
- b. 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 DIRAUX on a regional basis or by the Chief Director of Auxiliary (CHDIRAUX) on a national basis. Only in special circumstances (e.g., subject to constraints imposed by the COVID-19 pandemic), and when approved regionally by the DIRAUX or nationally by the CHDIRAUX, may a regular election be held in either of these ways.
- c. In the event of any challenge or protest regarding the outcome of an election at the flotilla or division level, the matter shall be referred to the DCO, who shall render a final decision after consultation with the DIRAUX and the District Staff Officer – Legal/Parliamentarian (DSO-LP).
- d. The DIRAUX is responsible for approving and certifying flotilla election results.

B.8. Flotilla Voting Overview

Flotilla voting shall be conducted in accordance with provisions in the AUXMAN and standing rules, notably:

- a. One quarter (25%) of the eligible voting members of a flotilla shall constitute a quorum for the transaction of business at any regular or special flotilla meeting unless the flotilla desires to specify a higher percentage.
- b. The DIRAUX, with concurrence of the DCO, may waive the one quarter (25%) criteria for a value no lower than 15% based on a written request (email is acceptable) from the FC. Such request shall be fully routed through the flotilla's Chain of Leadership and Management (COLM) regardless of the nature of endorsement at any given level. Waivers shall be applied judiciously based on sound case-by-case programmatic need. They shall not be issued for perpetuity. The DIRAUX shall define the temporary duration of the waiver as part of its approval. Flotillas that receive a waiver shall be expected to make all due effort to achieve the one-quarter (25%) quorum threshold including the use of telephonic/electronic means for members to participate in meetings. Waivers shall not be applied as a matter of blanket policy for a region or division, and they shall not be applied as a means to avoid flotilla disestablishment action. Waiver approvals shall be issued by memo from the DIRAUX (copy to DCO, DSO-LP, appropriate District Captain (DCAPT) and DCDR) and shall be kept attached to the flotilla standing rules.
- c. Any quorum percentage of one quarter (25%) or higher shall be so specified in the flotilla standing rules. If a waiver request is approved, then the DIRAUX memo approval shall be attached to the flotilla standing rules for record purposes.
- d. One of the voting members present at a flotilla meeting must be the FC, VFC, or Immediate Past Flotilla Commander (IPFC). If none of these individuals is present, then although the meeting may be held, Auxiliary unit business cannot be conducted.

B.9. Immediate Past Flotilla Commander

The IPFC is not an elected Auxiliarist. However, this does not preclude them from the inherent duty to share their experience and expertise with present elected officers and to actively serve in support of present Auxiliary programs and goals.

In an interim election, there is no change in the IPFC. The Auxiliarist who held the IPFC title before the interim election will remain the IPFC until the next regular election. If the IPFC becomes

vacant, or if the IPFC is not available to serve, the DIRAUX shall fill the position with a previous IPFC starting with the past officer who most recently held the position and continuing in reverse chronological order until the position has been filled.

C. Duties of the Flotilla Commander

C.1. 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 because this is an essential element of an Auxiliarist's proper assignment to duty. Each should strive to inspire cooperation and encourage fellowship among Auxiliarists. Incumbents should use the experience and expertise of the immediate past leaders.

C.2. 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:

- a. 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.
- b. Ensure support and compliance with Auxiliary and Coast Guard policies. Embrace 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 zealous disciplinarian. Protect the rights of any member who is subject of any investigation in accordance with the AUXMAN. Ensure appropriate documentation of any type of disciplinary action is taken (this includes email and memos to file of any verbal counseling).
- c. Lead, manage, and supervise the operation of the flotilla, including member training, qualification, assignment to duty, recognition, and corrective action.

- d. Encourage fellowship activities within the flotilla that will enhance teamwork, friendship and cooperation with other flotillas and performance on the part of members.
- e. 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 awards from flotilla members, and lead by example by writing and submitting recommendations.
- f. Maintain close liaison with Coast Guard units in the area. In coordination with respective Auxiliary Unit Coordinators (AUC), pay courtesy visits to Coast Guard unit commanders or officers-in-charge. Maintain similar liaison with other local boating safety and maritime partner organizations.
- g. 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.
- h. 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 coordinated in advance with FCs.
- i. 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.
- j. 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.
- k. 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 particular circumstances in deciding which of the following authorized staff officers to appoint:
 - (1) Auxiliary-Sea Scout Youth Development (AUXSCOUT, AS - only authorized pursuant to provisions of the AUXSCOUT Standard Operating Procedures (SOP)).

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

- l. Appoint standing committees and other committees as may be required.
- m. Ensure that every member participating in an Auxiliary activity is properly assigned to duty by an appropriate elected or staff officer or by a Coast Guard order issuing authority.
- n. Encourage accurate and timely input of mission hours into AUXDATA II by flotilla members to ensure proper, timely, and accurate capture of their volunteer efforts.

- o. Promptly submit required reports and correspondence, and promptly endorse and forward “thru” correspondence.
- p. Approve payment of routine financial obligations and emergency expenditures up to the limit set by the flotilla standing rules as set forth in a budget comprised in accordance with the Auxiliary Financial Controls (FINCON) SOP (available on the CHDIRAUX website: <http://agroup-bx.wow.uscgaux.info/content.php?unit=BX-GROUP>) and approved by the flotilla membership. Report emergency expenditures to the flotilla membership in accordance with the FINCON SOP and standing rules.
- q. 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.
- r. Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between members.
- s. Arrange for an annual audit of flotilla financial records and funds and for the preparation of required financial reports in accordance with the FINCON SOP.
- t. 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 in accordance with the FINCON SOP, and transfer all property, funds and records to the new FC. The FC’s successor should participate in all these actions, if possible.
- u. Adhere to all provisions of unit standing rules.

C.3. Preparing for Succession

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 prudent 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:

- a. 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 and provide frequent

and comprehensive feedback as well as encouragement to promote the VFC's progress and development.

- b. 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. Provide them with frequent and comprehensive feedback as well as encouragement to promote their progress and development
- c. See that every member interested in leadership attend the Auxiliary Leadership and Management School (AUXLAMs) C-school. The FC should also consider attending the Auxiliary Mid-Level Officers Course (AMLOC) C-school. These courses are designed to build key leadership competencies for aspiring leaders. They are available as short-term resident schools (i.e., Coast Guard-funded C-schools that are 2-5 days in duration which Auxiliarists travel to attend under Coast Guard-funded orders) or as short-term exportable schools (i.e., C-schools in which Coast Guard-funded instructors effectively bring the course to proximate destinations for local Auxiliarists to attend).
- d. Develop as much talent in as many flotilla members as possible.

C.4. Availability of Auxiliary Legal Counsel

The District Staff Officer - Legal Parliamentarian (DSO-LP) is an experienced lawyer appointed by the DCO to provide operational and administrative counsel to district leadership at all levels. While the DIRAUX is responsible for interpreting Coast Guard policy and guidance for district Auxiliarists, the DSO-LP is also well-versed in Coast Guard and Coast Guard Auxiliary regulations and policy as well as applicable federal and state law.

Since Auxiliary lawyers are not appointed at flotilla or division level, the DSO-LP is generally available to provide elected unit officers at those levels with insightful information, guidance, and advice. When timely consulted, a DSO-LP may be instrumental in avoiding misunderstandings or inadvertent violations of policy and can help to resolve disagreements arising from differing understandings of policy or regulations. Consultation with the DSO-LP can also be helpful for flotilla officers seeking to understand and comply with Coast Guard and Auxiliary policy when confronted by unusual or unfamiliar situations.

D. Duties of the Flotilla Vice Commander

D.1. General

The VFC assists the FC in leading and managing the flotilla. A good VFC lightens the senior officer's load in many ways, and contributes to the flotilla's success. In addition to the specific duties listed below, the VFC 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 FC better informed on the pulse of the organization.

D.2. Specific Responsibilities

The VFC's specific duties include:

- a. Serve as the flotilla's chief of staff by supervising flotilla staff officer activities. Each flotilla staff officer reports to the VFC.
- b. Review and act on reports submitted by flotilla 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 flotilla-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 flotilla level.
- e. Watch for notable accomplishments by staff officers and keep the FC informed. Seek appropriate opportunities to give praise and informal recognition for accomplishments through reports at flotilla meetings, articles in flotilla and division publications, and electronic and written correspondence. Take personal initiative in submitting nominations for 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 flotilla publication to give guidance and information of general nature and interest to all members of the flotilla.
- h. Attend meetings of the division board, and vote in the FC's absence. Become familiar with the issues before the division board, well in advance of possible succession to FC and division board membership. Preside over meetings of the flotilla staff.
- i. Attend meetings of the district board whenever circumstances permit. Those in attendance can often learn much about issues facing the Auxiliary, and catch early cues of potential policy initiatives. Participate in appropriate district training and workshops to prepare for future leadership responsibility.
- j. Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between flotilla members.
- k. Upon expiration of term of office, or when so directed by proper authority, transfer all property and records to the new VFC.
- l. Be prepared to step into the FC role should the FC become unable or unfit to fulfill those functions and responsibilities.
- m. Provide a preliminary point of contact in the COLM for flotilla members' questions and concerns.

D.3. Duties by Direction

The FC may, from time to time, request the VFC 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 VFC may be asked to perform include:

- a. Visit other flotillas to maintain liaison.
- b. Attend other meetings as the FC's representative.
- c. Chair committees in accordance with flotilla policies.
- d. In the absence of the FC, 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 FC and flotilla membership in accordance with the standing rules.

- e. Assist with ensuring compliance with Coast Guard and Auxiliary policy, using the COLM.
- f. Perform outreach to other local boating safety and maritime partner organizations.

E. Duties of Flotilla Members

E.1. The Member

Members come in all sizes, shapes, ages, physical conditions, backgrounds, skills, and personalities. Some own boats, airplanes, and radios. Some are comfortably retired, with plenty of time and resources to devote to the Auxiliary, while others work full time jobs. For some, the Auxiliary is their only avocation, while others place it far down the list. Members come from every race, a variety of religions, and national origins. For all of our diverse backgrounds and outlooks, we have all come together to support the Coast Guard and the Coast Guard Auxiliary and aspire to exemplify the Core Values of Honor, Respect, and Devotion to Duty.

E.2. Followership

Members and officers at every level look to elected and appointed Auxiliary leadership for guidance and feedback, and actively seek to understand through listening. Every member is responsible for asking questions and providing feedback when appropriate. Members are accountable to leadership for the efficient and effective performance of tasks assigned as well as adherence to Coast Guard policies. Leaders are responsible to subordinates and peers for requesting and obtaining the resources needed to ensure proper mission performance. Every member should attempt to anticipate current and future requirements and prepare to fulfill those needs through appropriate use of time and resources.

E.3. Accountability and Responsibility

Each member must recognize the impact of personal behavior and job performance on co-workers, the Auxiliary, and the Coast Guard. Members must comply with Auxiliary policies and procedures and accept responsibility for personal performance and the performance of the work group.

Similarly, members are obligated and expected to keep their FC and appropriate flotilla staff officers advised of their intent to engage and actual authorization to engage in Auxiliary activity and programs that either directly impact the flotilla or pertain to Auxiliary matters beyond the flotilla organizational level. For example, an Auxiliarist that engages in the Auxiliary's national cyber support (AUXCYBER) program, or engages through the Chaplain of the Coast Guard in the Auxiliary Chaplain Support (ACS) program, or engages through the Chief Medical Officer of the Coast Guard in the Auxiliary Health Services (AUXHS) program, or engages in any positions that assist Coast Guard offices as advertised through the Auxiliary national Help Wanted website must notify their FC of their

intent to engage and ultimate acceptance in such programs (email acceptable).

Likewise, members are expected and obligated to keep appropriate flotilla staff officers apprised of their intent to perform authorized activities (email acceptable). For example, a member who is a qualified Vessel Examiner (VE) is expected to notify the FSO-VE of their intent to perform Vessel Safety Checks (VSC) at a marina on an upcoming weekend. Such notification enables appropriate tracking and monitoring of Auxiliary programs in addition to ensuring the member has established a record of their assignment to duty in the event a personal or third-party injury or liability concern arises from their subsequent activity.

E.4. Self-Awareness and Learning

New members may be confused by the Auxiliary's complexity and its strange language, laced with acronyms. Most activities require considerable training and formal testing for certification.

Every member should consider possible long-term "career options," identify personal strengths and weaknesses, and undertake a plan to achieve technical and tactical expertise and ensure personal satisfaction. Based on that personal long-range plan, a member can seek out individual education, training and development opportunities. The flotilla should offer training, mentorship, and support along the way, but the initiative remains with the member.

E.5. Electing Officers

One of a member's most important duties is to elect good flotilla officers. Too often, members who are elected to flotilla office are poorly prepared for the job and do little after election to better the situation. Here are some questions to consider as election season approaches.

- a. Who has the combination of knowledge, foresight, strategic thinking, creativity, and problem-solving ability to determine where the flotilla should be headed during the next two to five years?
- b. Who has the skills for communication, team building, persuasion, problem solving, and conflict resolution to effectively lead us in that direction?
- c. Who can take care of members, manage the details of the process, and make the journey fun and satisfying?

Few people come to the Auxiliary as ready-made FCs and able to step confidently into the breach. Fortunately, a lot of helpful training

is available in Auxiliary leadership (e.g., AUXLAMs C-schools) and flotilla-specific leadership (e.g., FLC).

E.6. Leading from the Audience

Every flotilla member has a duty to support those who have offered their time and talents and have been duly elected to flotilla office. They should always strongly consider giving the benefit of the doubt to preliminary situations and proposals. When the flotilla has an issue to decide, each member should contribute constructively to help the group reach the best answer. When the vote has been taken, everyone must support it and work for a successful outcome regardless of their personal position on the matter.

F. The Flotilla Staff

F.1. General

To implement Auxiliary programs, the FC may appoint a staff consisting of up to 18 officers to assist in the discharge of administrative and supervisory duties.

F.2. Staff Program Areas

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

- a. Auxiliary-Sea Scout Youth Development (AUXSCOUT, AS - only authorized pursuant to provisions of the AUXSCOUT Standard Operating Procedures (SOP)).
- b. Communications (CM)
- c. Communications Services (CS)
- d. Diversity (DV)
- e. Finance (FN)
- f. Human Resources (HR)
- g. Information Services (IS)
- h. Recreational Boating Safety Visitation Program (PV)
- i. Marine Safety and Environmental Protection (MS)
- j. Marketing and Public Affairs (PA)
- k. Materials (MA)
- l. Member Training (MT)
- m. Navigation Systems (NS)
- n. Operations (OP)
- o. Public Education (PE)
- p. Publications (PB)

- q. Secretary/Records (SR)
- r. Vessel Examination (VE)

F.3. 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 should be considered. When lack of qualified personnel or applicants prevents the filling of all flotilla 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 FC is responsible for performing the staff duties of those staff positions that cannot be filled.

F.4. Prohibited Appointments

Consistent with section 1.B.1., an FSO-FN or FSO-MA shall not concurrently serve in an elected office at any organizational level. This precludes the FC and VFC from being concurrently appointed as FSO-FN or FSO-MA or in such capacities at any other organizational level. Additional provisions concerning waiver allowances and elected office eligibility can be found in the FINCON SOP.

F.5. New Members in Elected and Staff Positions

New Auxiliarists, especially those in AP membership status, 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 appointed staff officers should spend time with and encourage new Auxiliarists to promote their involvement in staff officer and program management duties.

Auxiliarists in AP membership status are not authorized to run for, accept nomination for, or hold any elected office, nor are they authorized to accept or hold any appointed staff office. However, it is acknowledged that occasionally circumstances, coupled with the evident reality that a new member may possess compelling qualifications and organizational maturity, merit consideration of that new member's eligibility for election or appointment. Therefore, well-justified requests for waiver for Auxiliarists in AP membership status to run for elected office or be appointed to a staff office that are properly routed through the COLM may be granted by the Director.

F.6. Staff Appointments

Staff officers are appointed for a one-year term by, and serve at the pleasure of, the FC. They may be removed from their position should

the appointing officer deem it appropriate. Although an explanation for removal is strongly encouraged and prudent, it is not required.

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.

F.7. Staff Duties

Staff members perform essential administrative functions (e.g., FN, IS, MA, SR) or lead and promote important Auxiliary programs under the policies established by the Coast Guard and by Auxiliary leadership (e.g., OP, AV, NS, CM). Some general duties of every staff officer include:

- a. Immediate supervisory responsibility for flotilla staff officers is vested in the VFC. Cooperate with the VFC in every way to ensure that a program is effectively administered.
- b. Support the flotilla and its programs by attending meetings and other activities. Fulfill specific program responsibilities detailed in the letter of appointment. As a flotilla officer, actively support and promote those portions of the flotilla program for which you are responsible. Do everything possible to realize flotilla 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 maintenance requirements.
- d. Attend all flotilla meetings. Give the VFC prior notice when such attendance is not possible. Report in writing to the flotilla 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 VFC, present a brief oral report at meetings. Emphasize successes, good ideas, and program outlook. Refrain from reading statistics and significant portions of any monthly written reports.
- 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. Maintain periodic review of achievements, compare with the progress made in previous years, and report status to the flotilla at each meeting.

- f. Conduct workshops and training programs necessary to ensure that Coast Guard policy is followed in the program. For example, the FSO-OP would be responsible for ensuring that training opportunities for the annual Operations Workshop, if mandated for that year, are arranged for the flotilla's surface operations participants (e.g., coxswains, boat crewmen, Personal Watercraft Operators (PWO)). Collaborative effort with the FSO-MT and division staff counterparts will ensure success.
- g. Be prepared to assist with any workshops, seminars and training sessions scheduled for the flotilla, particularly those for the training of elected and staff officers. Attend committee meetings when requested.
- h. Initiate and maintain contact with your counterpart on the division staff.
- i. Take positive steps to ensure members active in your program area are well trained. Offer coaching and assistance whenever appropriate.
- j. Flotilla staff officers are direct representatives of the FC and are authorized to take the initiative in promoting their programs and activities. They are obligated to keep the VFC fully informed of intentions, efforts, and results.
- k. Be alert for any reports on problems with supplies from the Auxiliary National Supply Center (ANSC, the Coast Guard's warehouse in Granite City, IL that stocks many Auxiliary uniform, training, and outreach supplies) that affect the program area of responsibility. Bring these matters to the attention of the VFC.
- l. Prepare one or more articles for the flotilla publication, to pass information of a general nature or of widespread interest to members of the flotilla.
- m. Copies of all correspondence are to be provided to the FC and the VFC.
- n. 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 FC, transfer all property and records of the office to your successor.

F.8. Delegation of Authority

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

G. Assignment to Duty

G.1. General

Assigning members to duty on Auxiliary missions is among the most important responsibilities of an Auxiliary officer. To be functioning as an official part of any Coast Guard activity, it is essential that a member be properly assigned to duty. If any event occurs that triggers a Coast Guard obligation, one of the first things to be investigated is whether a member was properly assigned to duty. Members have the responsibility to seek assignment before beginning any duty, and the assigning officer must make and preserve documentation of that assignment. See Sections 5.J. and 5.K. of the AUXMAN for a complete discussion of assignment to duty.

G.2. Elected Officers

As provided in AUXMAN, elected Auxiliarists have been delegated leadership and management capability by the Commandant to assign to duty other elected Auxiliarists throughout the COLM, their staff officers, and other qualified Auxiliarists. They are also responsible for ensuring that the requirements for assignment to duty are observed by all members.

G.3. Staff Officers

The AUXMAN allows that staff officers may assign qualified Auxiliarists to duties in their responsible area. For example, the FSO-VE may properly assign members to duty at a VSC station and the FSO-PA may assign a member to speak on boating safety at a sailing club.

G.4. Member Responsibility

It is a best practice that every member seek assignment to duty *before* beginning a mission. The opportunity to serve often arises unexpectedly, and an outreach attempt like a cell phone conversation with an appropriate elected or appointed officer will help clearly establish assignment to duty.

G.5. Documentation

Appropriate documentation means the most persuasive documentation possible. Written Coast Guard or Auxiliary orders, issued in advance, are very persuasive. Oral orders, documented in an appropriate log at the time of issuance, are persuasive. Oral orders, documented after the fact, are less persuasive. An exchange of emails, in which the member requests assignment and the appropriate officer acknowledges it, offers the benefit of a written record and carries a time and date stamp to show when the assignment occurred. Auxiliary crews conducting ordered patrol

missions receive assignment to duty via an approved patrol order in AUXDATA II.

Such notification and documentation of assignment to duty enables appropriate tracking and monitoring of Auxiliary programs in addition to ensuring the member has established a record of their assignment to duty in the event a personal or third-party injury or liability concern arises from their subsequent activity.

H. Auxiliary Chain of Leadership and Management

H.1. Purpose

The Auxiliary's four administrative levels (flotilla, division, district, national) are coordinated through an Auxiliary Chain of Leadership and Management (COLM). 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 COLM is to quickly and efficiently communicate information up and down its organizational levels and to quickly resolve issues and answer questions. See the AUXMAN for a complete discussion on the Auxiliary COLM.

H.2. Definition

In the Auxiliary, COLM 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 COLM rather than a chain of command, as no military command authority exists. Although the senior elected officer in the flotilla is titled Flotilla Commander, that person must lead primarily through influence, not any kind of military authority.

H.3. Relationship with District

Each district has established a COLM tailored to its specific needs. The flotilla's principal communication with the district is through the division. The DCDR generally reports to one of the DCAPTs, 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 FC should become familiar with these policies before assuming office.

H.4. Relationship with Division

Just as the DCDR reports to the district's assigned DCAPT, every FC in the division reports to the DCDR. The FC must maintain communication to keep the DCDR aware of progress toward goals, significant accomplishments of members, difficulties encountered, and support needed from the division. The DCDR is required to monitor all activities to ensure compliance with Coast Guard and Auxiliary policies by all Auxiliary flotillas and members. The DCDR has served as an FC, and can offer valuable advice when problems arise.

H.5. 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 and/or a member of Congress. If the answer is not the one they want, they may call other officers to shop for the “right” answer. Usually the high-ranking officer on the other end does not have 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 FC must firmly discourage it. If the member persists in jumping the chain, disciplinary action will be required. Correct use of the chain achieves several goals:

- a. Every issue should be resolved at the lowest possible level.
- b. Everyone who needs to know will be 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 kept as short as possible.
- e. Leaders become better informed of possible deficiencies of policy and communication, and can therefore take corrective action if needed.

I. Parallel Staffing

I.1. 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 COLM 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 ensure 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.

I.2. Use and Practice

For example, Auxiliarist Rusty Saylor is a new VE 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 (VSC) 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 suppose that at the boat ramp on Saturday, Rusty sees a backfire flame arrestor that does not 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 the resultant discovery is that the flame arrestor found at the boat ramp is a brand-new model that just received Coast Guard approval. Rusty's question resulted in new information being posted on the Auxiliary Vessel Examination Directorate (DIR-V) website (<http://wow.uscgaux.info/content.php?unit=v-dept>) and passed to other VEs nationwide.

I.3. 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 did not just tell Rusty, “Look it up in the VSC Manual,” and she did not 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 did not have all the answers, they brought to light a new situation that every VE needed to know. Parallel staffing brings opportunities to help less-experienced members grow in the program. Moreover, it quickly and effectively resolves concerns and questions, and it affords chances to reinforce their devotion to duty and thank them for their service.

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Chapter 2: **The Flotilla Calendar**

Introduction

This chapter describes flotilla activities as they follow an annual cycle, points out the importance of building a usable calendar before the year begins, and offers tools to use in constructing the calendar.

In this Chapter

This chapter contains the following sections:

Section	Title	See Page
A	The Flotilla's Annual Cycle	2-2
B	Building Your Calendar	2-3
C	Through the Year	2-4
D	Monthly and Quarterly Activities	2-14

A. The Flotilla's Annual Cycle

A.1. Through the Year

Most flotillas follow a repetitive annual rhythm driven by external factors. The details vary from flotilla to flotilla, and district to district, but the annual cycle, month to month, season to season, is always there. The Auxiliary watches change at the first of the year; division, district and national meetings tend to fall in certain narrow time bands year after year, and many family vacations follow the school year. In much of the country, boating activity is limited to a few summer months, and all things boating-related revolve around that: boat shows, boating classes, on-the-water activities, and lay-up. The successful flotilla plans its activities to synchronize with those of its customers, its members, and their families.

A.2. Planning With and Around the Calendar

Some FCs fail to plan around the annual cycle, anticipate the deadlines scattered through the year, or coordinate flotilla activities with those they would serve. The leader who anticipates what lies ahead has more time to deal with the unexpected, and finds time to actually lead, not just react.

A.3. When Does the Year Start?

Even though the term of office for flotilla leaders does not begin until 1 January, flotilla leadership starts at the moment of election, before the meeting even adjourns. Thank flotilla members for the trust they have placed in you. Promise to do your best, and ask for everyone's support. If the election was contested, there are probably damaged feelings to repair; don't lose a moment before doing so. Thank the outgoing FC, and arrange a meeting to transfer flotilla records. Congratulate the new VFC, and set aside time to begin selecting a staff.

A.4. Making a Plan

The months of November and December before actually assuming office are the most important of the new FC's term of office. There is no time to lose in assembling the leadership team for the coming year and laying down a track line for the months ahead.

B. Building the Calendar

B.1. Starting the Build

The suggestions below are generic, and must be adjusted to match your flotilla's circumstances. You should find a good commercial calendar for the coming year to use as a source for holidays, religious observances, and other dates that may influence your plans. Review district standard operating procedures and standing rules, which often contain earlier deadlines.

B.2. Calendar Format

Start with some basic facts and expectations.

- a. You'll want to share it with the VFC, staff, and flotilla members. You'll want something that is easy to attach to email and in a format that everyone can read.
- b. The calendar is going to change. Establish a format that is easy to change and distribute.
- c. There will be mistakes. Things will be inadvertently left out. Correct them and move on.

Office supply stores sell poster-sized year-at-a-glance calendars that you may want to post on the wall as a constant reminder of what's coming up. Use erasable markers, and make sure your wall and computer versions are kept in agreement.

B.3. Higher Unit Activities

Obtain as much information about dates of major activities for the division, district, and national levels. Most flotillas have members who serve at higher organizational levels. Even if they hold no office, some members will want to attend division and district meetings, or even the National Conference (NACON) or National Training Conference (NTRAIN). Members receive training and general awareness of Auxiliary programs at those events that strengthen and equip them to make greater future contributions to the flotilla.

B.4. Secular and Religious Holidays

Secular and religious holidays should be shown on the calendar so they don't conflict with flotilla plans. Ask your members what religious observances would pose concerns and include those dates on the flotilla calendar.

C. Through the Year

C.1. Overview

The flotilla calendar provides a road map whose routes can and are likely to be changed as the year proceeds and as scheduling challenges may arise. Many of the scheduled items that are suggested below may need to be moved, modified, or deleted as a flotilla's specific circumstances may warrant. These items are not all-inclusive, and additional items will probably be needed. Remain flexible and provide updates to flotilla members as far in advance as possible and whenever appropriate.

Auxiliary leaders should exercise caution when scheduling activities on dates marked with an asterisk (*), because many members of the flotilla and the public may have other commitments during these secular or religious observances even if they don't apparently have much to do with the Auxiliary.

C.2. Fall

- a. Hold flotilla elections – preferably in October, if possible. The earlier the election, the better the preparation and training for the coming year. For the incoming officers, the planning year starts upon election, not at the actual 1 January start of the term of office.
- b. Secure a venue for the flotilla change of watch.
- c. Submit all requests for disenrollment (Change of Membership Status form, ANSC-7035) to DIRAUX before 1 November or as otherwise stated in district policy. This should be done by the outgoing FC.
- d. Appoint an Audit Committee to review financial records and perform a physical inventory of flotilla-owned and Coast Guard-issued property in accordance with standing rules and the FINCON SOP.
- e. Promote awareness of Coast Guard Auxiliary C-school opportunities among flotilla membership. Descriptions and availabilities of these multi-day training courses throughout the fiscal year begin their advertisement in the fall and can be found on the C-School Courses section of the Auxiliary Training Directorate web site:
<http://wow.uscgaux.info/content.php?unit=aux00> .

C.3. November

- a. Notify DCDR and incoming DCDR (if applicable) of flotilla dates for the COW. This should be done by the outgoing FC.
- b. Check status of members who have not yet paid annual dues, and send a Change of Membership Status form (ANSC 7035) to delinquent members. Check whether earlier dates are established by district policy, and adjust accordingly. This should be done by the outgoing FC.
- c. Approve the COW plans and send invitations. This should be done by the outgoing FC.
- d. The FC-elect selects staff officers in consultation with the VFC-elect and sends Annual Unit Officers Report (ANSC-7007) to the DCDR and DIRAUX as soon as possible, but no later than 20 December. This should be done by the FC-elect.
- e. Appoint a chair for National Safe Boating Week (NSBW). This should be done by the FC-elect.
- f. Outgoing and incoming officers meet to transfer records and property. This should be done by the FC-elect.
- g. Prepare letters of appointment and certificates of appointment for incoming staff members for presentation at the COW. This should be done by the FC-elect.
- h. Prepare certificates of appreciation for outgoing staff members, for presentation at the COW. This should be done by the outgoing FC.
- i. Confirm meeting location(s) for the coming year. This should be done by the FC-elect.
- j. Select a flotilla survey committee to develop and distribute a flotilla members' needs survey. This should be done by the FC-elect.
- k. Review division, district, and national strategic plans. Draft flotilla objectives for the coming year and meet with the outgoing FC and VFC-elect to prepare a final draft. Prepare a draft budget to support objectives, in consultation with Flotilla Staff Officer for Finance (FSO-FN) and budget committee. This should be done by the FC-elect.
- l. Attend FC training. This should be done by the FC-elect.

- m. First Sunday in November: End daylight saving time (as appropriate on a national or regional basis).
- n. 11 November: Veterans Day. Identify and develop public affairs opportunities at least two weeks in advance.
- o. Fourth Thursday in November: Thanksgiving Day.
- p. 01 November: Term of national officers begin in even-numbered years.

C.4. December

- a. Receive the Financial Report of an Auxiliary Unit (ANSC-7025) from the Audit Committee. Outgoing and incoming officers and the Audit Committee chair must sign. Submit in accordance with district policy.
- b. Prepare a year-end article for flotilla and division publications. This should be done by the outgoing FC.
- c. Transfer bank records and execute new signature cards in accordance with standing rules and the FINCON SOP.
- d. Schedule FSO training. This should be done by the VFC-elect.
- e. Send draft flotilla objectives and the budget to flotilla members and invite review and comment. Prepare for discussion and adoption at the January meeting.
- f. Prepare the calendar for next year and distribute to flotilla members and DCDR. This should be done by the FC-elect.
- g. Incoming staff officers prepare plans of action for the coming year in support of draft flotilla objectives, and submit to the VFC-elect.
- h. Incoming FSO-PE reviews public education plans for the first quarter with the Flotilla Staff Officer for Public Affairs (FSO-PA) to ensure sufficient materials are on hand.
- i. Outgoing Flotilla Staff Officer for Information Services (FSO-IS) ensures all data for member activities have been entered.
- j. Flotilla Awards Committee meets to consider competitive and non-competitive awards.

- k. Appoint standing committees for the coming year. This should be done by the FC-elect.
- l. The COW may be held in December or January, and may be combined with the division ceremony, if appropriate.
- m. 25 December: Christmas Day.

C.5. January

- a. Hold the first flotilla meeting of the new year. Adopt flotilla objectives and the flotilla budget. Set a tone for the coming year:
 - (1) Businesslike and fair.
 - (2) Keep the meeting on schedule and do not stray from the agenda.
 - (3) Hold member training at this and every meeting.
- b. FC and VFC attend first division meeting and submit a written report.
- c. FC and VFC review and approve FSO action plans for the year.
- d. Prepare flotilla and division-consolidated PE schedules for use in coordinating public outreach opportunities
- e. Submit the Financial Report of an Auxiliary Unit (ANSC-7025) to DCDR no later than 31 January.
- f. Ensure that the Flotilla Staff Officer – Secretary (FSO-SR) transmits the Record of Unit Meeting (ANSC-7017) to the DCDR and DIRAUX in accordance with Auxiliary policies.
- g. Key flotilla programs:
 - (1) **Public Education (PE).** Many flotillas conduct most of their PE classes during the winter and spring especially in seasonal regions.
 - (a) Schedule and promote classes early.
 - (b) Submit all course offerings to the DSO-PE in accordance with district routing policy on the Notice of Intent to Teach Public Education Course (ANSC-7023).

(c) FC and VFC should visit classes to monitor quality and assist with recruiting.

(d) Recruiting prospects identified through PE classes, web inquiries, PA appearances and individual member contacts.

(2) **Member Training (MT).** Flotilla MT expectations are extensive and should be completed early so they do not interfere with other training needs like on-the-water crew training and VE ramp training when the weather warms up. As a minimum, flotilla MT planning and execution should focus on the following areas of emphasis:

(a) New member orientation.

(b) Member development (OP, IT, VE, Administrative Procedures Course (APC), Basic Qualification Course (BQII)). This includes ensuring flotilla membership is aware of Coast Guard Auxiliary C-school opportunities, descriptions and availabilities for which can be found on the C-School Courses section of the Auxiliary Training Directorate web site:
<http://wow.uscgaux.info/content.php?unit=aux00> .

(c) Workshops required for currency maintenance.

(d) Specialty courses in the Operational Auxiliarist (AUXOP) program, as needed.

(e) AUXCT as may be needed to ensure all members meet requirements and remain current.

h. 1 January: New Year's Day.

i. Third Monday of January: Martin Luther King, Jr. Day.

j. Last week of January: NTRAIN (normally held in St. Louis, MO).

C.6. February

a. Plan for NSBW. Arrange proclamations, public appearances, and other long-lead items, in cooperation with division and neighboring flotillas. Download NSBW information (most available from the National Safe Boating Council (NSBC) website: <https://safeboatingcampaign.com>).

- b. Note dates for district conferences, district training events (e.g., D-TRAIN), sector training events (e.g., S-TRAIN).
- c. Present flotilla awards for activity during preceding year, if not already presented at the flotilla COW.
- d. Hold classroom training for boat crew and other operational qualifications.
- e. Schedule on-the-water training for boat crew qualifications and other operational programs.
- f. Hold classroom training for VE, Program Visitor (PV), and Instructor (IT) qualifications.
- g. Complete radio facility inspections.
- h. Review the flotilla emergency communications and response plan and compare it with the division plan. Make any needed changes and test the amended plan.
- i. 14 February: Valentine's Day.
- j. Third Monday of February: Presidents Day.

C.7. March

- a. Continue classroom training for boat crew qualifications.
- b. Conduct practice vessel exams for VE candidates.
- c. Complete vessel facility inspections.
- d. RBS PVs visit every location to re-stock literature racks and refurbish or replace as needed.
- e. Plan summer operational exercises in cooperation with the division or neighboring flotillas.
- f. Second Sunday in March: Begin daylight saving time (as appropriate on a national or regional basis).
- g. 17 March: St. Patrick's Day: Does your community have a parade or other appropriate PA opportunity?
- h. Easter can occur on a Sunday from 22 March to 25 April, inclusive. Obtain the date for the year and include it on the calendar.

- i. Passover also occurs during this period; consult a calendar for dates.

C.8. April

- a. Conduct practice visits for RBS PV candidates.
- b. Conduct practice vessel exams for VE candidates.
- c. Review workshop completions to ensure all members needing workshops are available for missions.
- d. Review vessel, radio, and air facilities to see that all Offers of Use and inspections are completed and filed with DIRAUX.
- e. Publish plans for NSBW to all members. Appropriate staff officers finalize and exchange rosters and arrangements for all NSBW events.
- f. Submit nominations for the NACO 3-Star Membership Growth Award to the District Staff Officer for Human Resources (DSO-HR) for each member who recruited five (5) or more new members during a calendar year.
- g. Submit nominations for the Individual Auxiliary Recruiting Service Award to the DSO-HR for each member who recruited seven (7) or more new members during a calendar year.
- h. Submit nominations for the Flotilla and Division NACO 3-Star Membership Growth Award to the DSO-HR for each flotilla with net growth of two (2) or more members during a calendar year.
- i. Submit nominations for the NACO 3-Star Award for Excellence in Diversity to the District Staff Officer for Diversity (DSO-DV).

C.9. May

- a. May is one of the busiest months of the year for most flotillas. Many standing dates (NSBW, Mother's Day, Armed Forces Day, and the long Memorial Day weekend) collide with the first reasonably reliable boating weather of the season. The more activities can be performed in April, the less hectic May will be.
- b. In most areas, begin regularly scheduled VE stations and surface patrols.
- c. A reminder should be issued to flotilla members that if they have not yet successfully completed a program workshop that has been designated as mandatory for a competency they hold for the calendar year, then they have until June 30 to do so or they will

be placed in Required Workshop Not Met (REWK) status until they do so. REWK status means they will not be able to perform activities in a lead (or independent) status until they successfully complete the workshop. If they do not successfully complete the workshop by December 31, then they will be placed in Required Yearly Not Met (REYR) status and will have to perform required accompanied tasks in order to regain their currency in the competency.

- d. Second Sunday in May: Mother's Day.
- e. Third Saturday in May: Armed Forces Day.
- f. The final full week in May before Memorial Day is NSBW.
- g. Final Monday in May: Memorial Day.

C.10. June

- a. Set a date for the next annual election, preferably in October but after the division election. Appoint a Screening Committee of at least three members. Announce the election date to the flotilla, requesting that any individual seeking elected office (FC or VFC) must submit a letter of intent to the FC not less than 60 days before the election.
- b. FC should personally contact each new member to be sure that expectations are being met and that the member's needs are being met for training, mentoring, and qualification opportunities. Discuss results with VFC, FSO-MT, FSO-HR, and other applicable staff officers. Follow through to see that expectations are being met.
- c. 14 June: Flag Day.
- d. 19 June: Juneteenth.
- e. Third Sunday in June: Father's Day.
- f. 23 June: Coast Guard Auxiliary Anniversary (1939).
- g. 30 June: REWK deadline.

C.11. July

- a. Mail dues notices (email acceptable).
- b. Monitor member activity to see that all qualifications are on schedule for currency maintenance.

c. Start considering who will run for flotilla and division office. Answer questions and offer encouragement. Remind everyone of the deadline for letters of intent.

d. 4 July: Independence Day.

C.12. August

a. Time is getting short for those needing a few more VSCs or a few more patrol hours to keep their qualifications current. Ask the FSO-IS to keep everyone informed if they are in jeopardy, with copies to FC and VFC. Help those who are close to completion of currency maintenance requirements.

b. Plan the COW. If the site is not reserved by August, good places and desirable dates may become hard to find.

c. Mail second dues notices (email acceptable).

d. The deadline for letters to seek elected office will probably fall during August. Forward the letters to the Screening Committee as they are received.

e. 4 August: Coast Guard Anniversary (1790), an excellent occasion for a picnic. Consider partnering with other flotillas and local active duty units, reservists and retirees.

f. Last week of August: NACON (normally held in Orlando, FL).

C.13. September

a. Screening Committee reports on eligible candidates for FC and VFC not less than 30 days before the flotilla election.

b. Who has done something noteworthy and is deserving of an Auxiliary award or recognition? Flotilla elected officers should write award packages and submit them in plenty of time for presentation at the COW. This includes nominations for Auxiliarist of the Year (AUXOY), certificates of appreciation, and other forms of recognition.

c. FC contacts all who have not paid dues for coming year to assess any concerns or misunderstandings. The VFC and FSO-HR should serve as capable alternatives or assistants to this task.

d. First Monday in September: Labor Day.

e. Rosh Hashanah, the first day of the Jewish year and a high holy day, occurs during this period. Obtain the date for the year and include it on the calendar.

- f. Yom Kippur, the Jewish Day of Atonement and a high holy day, occurs during this period. Obtain the date for the year and include it on the calendar.

C.14. October

- a. FC contacts all who have not paid dues for coming year to assess any concerns or misunderstandings. The VFC and FSO-HR should serve as capable alternatives or assistants to this task.
- b. Hold flotilla election. The annual cycle begins again.
- c. 31 October: Halloween.
- d. 31 October: Term of national officers expires in even-numbered years.

D. Monthly and Quarterly Activities

D.1. Adjusting the Schedule

The flotilla activities listed below occur every month. Division-related activities happen monthly or quarterly, depending on local practice. Put each flotilla, division, and district meeting on the calendar, as well as the two national conferences, NACON and NTRAIN (August and January). Review the scheduled flotilla meeting date for each month to find and fix any conflicts with national holidays and other important activities. For example, your flotilla meets on the first Tuesday of the month and that happens on 4 July this year, you should review that as part of flotilla business well in advance so as to schedule an acceptable alternative date.

D.2. Flotilla Commander

There are many activities that should occur regularly every month. Division reports should follow division practice, whether monthly or quarterly. For the FC, these include:

- a. Prepare and submit an agenda for each monthly flotilla meeting. Pass along any communications received for members.
- b. Invite guest speakers and special guests.
- c. Attend and preside over each flotilla meeting.
- d. Present awards received from other sources (e.g., DIRAUX and division) at the earliest convenience. Notify award recipients in advance to arrange the best presentation date and venue if there is doubt about the recipient's normal attendance.
- e. Prepare a flotilla report to the DCDR and division board.
- f. Prepare an article for the flotilla newsletter.
- g. Prepare an item for the flotilla social media page.
- h. Prepare an article for the division newsletter.
- i. Attend each division board meeting.

D.3. Flotilla Vice Commander Obligations

The VFC's recurring obligations may be adjusted by agreement with the FC. These should include:

- a. Receive and review all staff reports.

- b. Prepare a monthly report to the FC.
- c. Attend each flotilla meeting and preside over staff reports and related items.
- d. Prepare an article for the flotilla newsletter.
- e. Attend each division board meeting.

**D.4. Flotilla Staff
Officer
Obligations**

Flotilla staff officers often have seasonal aspects to their work, and should consider which of their duties should be placed in certain months based on local conditions and practices. Monthly duties normally include:

- a. Prepare a monthly written report to the VFC, with copy to the FSO-SR.
- b. Attend all flotilla meetings and prepare brief oral reports.
- c. Prepare a monthly report to the division counterpart (SO).
- d. Prepare a flotilla newsletter if the Flotilla Staff Officer for Publications (FSO-PB); prepare an article for the flotilla newsletter (all others).
- e. Keep the flotilla website and social pages fresh and informative if the Flotilla staff Officer for Communications Services (FSO-CS) with input from all others.
- f. Prepare monthly statement of member activity and qualifications if the FSO-IS, and review reports and activity for action items (all others responsible for reportable missions).
- g. Prepare a member training session for every flotilla meeting if the FSO-MT with contributions from all others.
- h. As circumstances permit, attend division meetings.
- i. Actively publicize and promote Auxiliary activities to the public if the FSO-PA with input from all others.
- j. Aggressively train, mentor, and integrate new members into flotilla activities if the FSO-MT or FSO-HR, with assistance from all others.

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Chapter 3: Flotilla Administration

Introduction

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

In this Chapter

This chapter contains the following sections:

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A. The Nature of a Flotilla

A.1. The Flotilla: Democracy in Action

The flotilla is unlike the other three levels of the Auxiliary organization because its form of self-administration is based on democratic principles. It is the only level where every member has a vote on decisions, and the only level in which membership is likely to include several who have held the senior elected position. At the division, district, and national levels, members are represented by delegated leaders, who are one to three degrees removed from member election. The FC is directly responsible to flotilla membership, and successful leadership depends on a close relationship with them. The standards, practices, and expectations of a flotilla must be carefully developed, and perceptive FCs can help the flotilla adapt to changing circumstances.

A.2. The Flotilla's Relationship with the Division

Divisions have more members and resources than flotillas, so it should follow that divisions can do some things that flotillas cannot. The division will collectively have 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 probably has resources to help them qualify.

A.3. Maintaining and Building Flotilla Identity

There is satisfaction and pride in performing missions well and achieving ambitious goals, and leaders should create opportunities to build a strong sense of flotilla identity. Flotilla training exercises build both unit cohesion and proficiency. COW ceremonies and awards banquets offer opportunities for fellowship while lending dignity and importance to transitions and recognition ceremonies.

B. Immediately Following Election

B.1. Preparing to Assume Office – The FC-Elect

The most important months of the new FC's term of office are the ones immediately following election while they are an FC-elect and before actually assuming office. The workload during this period includes making staff appointments, committee assignments, goal setting, budgeting, and blocking out a program of flotilla activities for the year ahead. The incoming FC must meet with the outgoing FC to turn over property and records, inventory, and review the financial audit. Appointment letters, arrangements for the COW, a meeting agenda and invitations for guests must all be prepared and made ready to go. Unless preparations are thoughtful and complete, an FC-elect will spend months trying to catch up. Completing and following an annual calendar, as outlined in Chapter 2, is essential to a good start.

B.2. Tour vs. Term of Office

A flotilla 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 FC or VFC. Flotilla planning should envision a five-year horizon because worthy objectives will take that long to realize. While it is important to plan for a two-year tour, one should not assume re-election. Flotillas have been known to deny FCs a second term. Similarly, VFCs must train and prepare to fleet up to the top job. However, advancement to FC is never a guarantee.

B.3. Training

The AUXLAMs course, offered as an Auxiliary C-school through training program management by the CHDIRAUX, is specially designed for those who aspire to flotilla and division Auxiliary leadership. The time to take the course is before serving as an FC, preferably as a flotilla staff officer or VFC.

B.4. Get Started Early

As soon as possible after election, the FC-elect should begin preparing for the duties and responsibilities that lie ahead. These early actions help dispel uncertainty and build confidence in the newly-elected leader. It is important for the FC-elect to get a good start during the transition period and build a foundation of understanding and knowledge regarding the office. Confidence and a getting-down-to-business approach will permeate the VFC-elect, flotilla staff officers, and membership with enthusiasm and teamwork.

B.5. Advantage of Fleeting Up

If the FC-elect has previously served as VFC and is "fleeting up" to FC (a term often used in the Coast Guard to describe when an

Executive Officer succeeds the Commanding Officer), the training, mentoring, and experience already received should ease and simplify the transition. The FC has a duty to constantly communicate and share with the VFC complete information on flotilla management and administration. It is also a good practice to seek advice from the VFC with respect to decision making, program planning, and staff appointments. Consultation helps the VFC prepare for future advancement, and it often helps the FC make better decisions, too.

**B.6. Consideration
for Outgoing
Officers**

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

C. Transition Procedures

C.1. Immediate Tasks

By 20 December, the FC-elect should perform the following tasks:

- a. Obtain records from the outgoing FC to provide continuity and consistency in the transition between the old and new administrations. Discuss any pending issues requiring action.
- b. With the outgoing FC, conduct a joint physical inventory of flotilla property and transfer property records. Obtain from the outgoing FC a written explanation for damaged or missing items and keep that on file with flotilla records.
- c. Meet with the outgoing FC and conduct an audit of flotilla financial records before their transfer. With the outgoing FC, complete the Financial Report of Auxiliary Unit (ANSC-7025) and file it in accordance with district policy. Refer to standing rules and the FINCON SOP for guidance and arrange for completion of bank signature cards and any other forms to transfer management of unit funds.
- d. Arrange with the outgoing FC to appoint a Budget Committee including the new FC and VFC, FSO-FN, and the Flotilla Staff Officer for Materials (FSO-MA).
- e. Review past flotilla 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 FSOs and members of standing committees for the coming year. Complete the Annual Unit Officers Report (ANSC-7007) and file it 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 (ANSC-7006).
- g. Read the flotilla standing rules to become familiar with actions and deadlines required of the FC.
- h. Re-read the AUXMAN 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 flotilla members.
- 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 membership review and approval.
- l. Schedule meetings with the VFC, newly appointed FSOs, and the host of the flotilla meeting location. This latter action is particularly important if the flotilla meeting place is located on a Coast Guard or other military service facility.
- m. Meet with the outgoing FC and VFC to discuss flotilla objectives for the coming year.

D. Program Planning and Goal Setting

D.1. Localize the Plan

The variety of geographic and climatic conditions within the Auxiliary makes it difficult to prescribe a ready-made program and timetable for every flotilla. However, a program of annual activities should be completed and presented to the flotilla for approval at the first meeting in January. The material presented here is intended to help leaders update the flotilla's objectives and build a plan to reach them.

D.2. Planning Horizon

Flotilla leaders should plan with a long view, generally five years. Major objectives, the kind that make lasting improvements, often require longer than one or even two years to realize. Members will become frustrated if the flotilla makes wild course changes every time a new FC takes the helm. Flotilla planning should reflect the shared values of flotilla membership, and represent a considered assessment of local considerations. Examples of relevant local circumstances can include:

- a. Strengths and weaknesses of the flotilla.
- b. Number, skills, qualifications, facilities, desires, and experience of members.
- c. Nature and strengths of partnerships with other organizations, existing and potential.
- d. Needs of customers (e.g., Coast Guard, State Boating Law Administrator (BLA), public safety agencies, boating organizations).
- e. Constraints and opportunities of local geography, climate, waterways, and venues.

D.3. 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 September 11, 2001, and the creation of the Department of Homeland Security (DHS). From time to time the Commandant and other senior Coast Guard officers adjust the Auxiliary's role and governing policies. National, district, and division Auxiliary officers then shift their strategies and goals to meet the new requirements. Before planning new objectives and programs, flotilla leaders should review higher-level planning documents and consult with the DCDR.

Once the district's and division's goals are understood, the flotilla can adopt strategies, objectives, and plans to do its part in reaching them.

D.4. The Hierarchy of Planning Terms

The terms vision, goals, strategies, objectives, and plans are often used interchangeably which may cause confusion. As used in Auxiliary planning, the terms have the following meanings:

- a. **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."
- b. **GOAL** A goal is a statement of what will be done 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 flotilla may elect to designate the VFC 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.
- c. **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 FSO-PE or FSO-MT (pick only one, or accountability evaporates).
- d. **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.
- e. **PLANS** Plans are actions scheduled to bring about an objective, usually having a time, date, lead individual, and location if known. The flotilla 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.”

D.5. Set Goals First

Flotilla goals must align with division, district and national goals so that the flotilla can do its part to achieve them. That does not mean that the flotilla cannot 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 flotilla may decide to establish a detachment, and plan to charter a new flotilla there within the next five years.

D.6. 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 flotilla 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 VE 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 flotilla should ask whether they meet the **SMART** test. Good objectives are:

- a. **Specific** List something concrete to be accomplished. “Improve public education,” is meaningless. Exactly what needs to be done to improve it?
- b. **Measurable** Measures are quantifiable. The best measures can be drawn on a chart or described in a short phrase, so everyone can view the progress being made.
- c. **Action-oriented** Objectives are the basis of the flotilla’s programs for the year. Every one of them should be something the flotilla is committed to doing.
- d. **Reasonable** Be confident that, with good effort, the flotilla 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.
- e. **Time-based** The approach of a deadline is a familiar motivator. Officers responsible for meeting the objective can report progress at flotilla

meetings and in newsletter articles, creating a sense of steady progress to get it done.

**D.7. Flotilla
Planning**

The flotilla should develop and approve a master calendar of activities for the year as described in Chapter 2. The FC and VFC should review and approve it while ensuring that there are sufficient appropriate activities to support each objective.

**D.8. Authorized
Auxiliary
Programs**

FCs should refer to Chapter 2 of the AUXMAN for information and guidance before preparing a flotilla program of activities. In particular, flotillas considering establishment of a new program should verify that it is authorized. The flotilla should determine whether the benefit that will be derived from the new program will be worth the time, effort, and money it will cost to start and sustain over time. If in doubt about whether or not an activity is authorized for Auxiliary performance, then the question should be forwarded up the COLM for assessment and determination.

E. Staff Meetings

E.1. Getting Started

The FC and VFC should meet with the FSOs at the beginning of the year to discuss leadership style, expectations, operating methods, administrative procedures, communication channels, general staff functions, and reporting procedures. At this meeting the FC should clarify their relationship with the VFC and what the VFC's responsibility will be. The VFC should review the proposed flotilla program with the staff, solicit comments, and discuss staff officer responsibilities for the various elements of the program.

E.2. Frequency

Meetings with the staff enable the FC and VFC to check on programs and evaluate unit progress. These meetings normally comprise the core of the regular flotilla meetings. There is no required frequency for such meetings, but they should be held often enough that the FC and VFC maintain constructive awareness of flotilla programs management and provide similar opportunity to counsel staff as they perform their duties throughout the year. Focused checks at the end of each quarter of the year are of particular importance in this regard. The VFC should preside at staff meetings with the FC sitting as an ex-officio member.

E.3. Staff Reports

Each FSO should submit periodic reports describing program activities and detailing the progress made toward assigned objectives. To keep the reports focused, complete, and useful, the VFC should promulgate a standard report format.

E.4. Oral Reports

Most flotilla meetings include oral reports from the staff. This lets staff members communicate important information to members, and provides visibility on officers who do much of their work behind the scenes. These oral reports should be brief and only address items and material that has arisen since the corresponding written report was submitted. Refrain from reading of written reports already submitted. Extended lists of statistics, read aloud, usually contribute more annoyance than enlightenment.

F. Staff Planning

F.1. Staff Role

Planning by flotilla staff involves coordination and functional supervision of flotilla activities. Policy development and execution are the prerogative of the FC and membership, acting within the guidelines and standing rules of the division, district, the National Board, the AUXMAN, and other applicable Commandant directives. More specific duties for each individual FSO are included in Appendix A.

F.2. Communication with Division Counterparts

Pursuant to the parallel staffing model for communication, FSOs should develop a friendly working relationship with their division counterparts. Immediately after assuming office, SOs should be shown how to find points-of-contact for their division counterparts using AUXDATA II. Correspondence should pass directly from the FSO to the SO. The VFC should be copied on such correspondence when it is of an urgent or sensitive nature of which the FC should be aware. The VFC is responsible for keeping the FC informed regarding any important information contained in such correspondence. It is also considerate and helpful for FSOs to provide their division counterparts with a copy of any staff report submitted to the flotilla.

F.3. Program Responsibilities

FSOs provide supervision over a specifically authorized program or administrative function and are granted authority commensurate with responsibility for these duties. The FSO may find it necessary to coordinate functions and activities with other FSOs to accomplish the following:

- a. **Auxiliary-Sea Scout Youth Development Program (AUXSCOUT / AS):** The FSO-AS shall provide assistance to flotilla members as they engage in the AUXSCOUT program and shall be responsible for direct liaison with the cognizant Sea Scout adult leadership. Thorough familiarity with the Auxiliary–Sea Scout Youth Development (AUXSCOUT) Program SOP promulgated by the CHDIRAUX is required in order to effectively manage the flotilla’s AUXSCOUT program. The office shall only be filled by an appointee if the flotilla has direct, sustained, and constructive engagement with a counterpart Sea Scout Ship. If so appointed, the FSO-AS shall report to the VFC.
- b. **Communications (CM):** The FSO-CM, in coordination with the FSO-OP and local Coast Guard commands, is responsible for a

flotilla-wide plan for radio communication between the flotilla's land-based and mobile radio facilities and Coast Guard radio facilities. Flotilla communications planning should also conform to requirements of emergency plans issued by higher level Auxiliary and Coast Guard authority.

- c. **Communications Services (CS):** The FSO-CS is responsible for the creation and maintenance of the flotilla's website and social media in full compliance with the Auxiliary's web and social media policies. The FSO-CS should coordinate and collaborate with the FSO-PB and FSO-PA to ensure that both electronic and printed media are used to their fullest extent in providing consistent, up-to-date information to membership and to the boating public.
- d. **Diversity (DV):** The FSO-DV is responsible for ensuring that plans for managing diversity are carried out, and works to improve diversity management throughout the flotilla.
- e. **Finance (FN):** The FSO-FN has custody of unit funds, invoices and dues; receives all funds from flotilla events for which there is a charge; and pays all flotilla obligations authorized by the FC or, in the FC's absence, the VFC. Unit financial management is governed by provisions of the AUXMAN, unit standing rules, the FINCON SOP, and provisions of this guide.
- f. **Human Resources (HR):** The FSO-HR is responsible for plans and efforts to obtain new members and retain enrolled members. They should provide guidance to members on the techniques and procedures for using PE classes, VSC stations, boat shows, boating booths, etc. as venues for recruiting. Emphasis must also be placed on the importance of vigorous training of new members and their rapid integration in flotilla activities.
- g. **Information Services (IS):** The FSO-IS is responsible for developing a plan for the periodic collection and reporting of data concerning member activities. Instructions regarding the categories of information required, channels and procedures for collection, and the frequency of reports should be provided for use by each member.
- h. **Marketing and Public Affairs (PA):** The FSO-PA is responsible for developing a plan publicizing public service activities of the flotilla. This planning involves collection, preparation and distribution of schedules and promotional information for boating courses, VSC stations, and membership

in the Auxiliary. Collected information pertaining to flotilla activities should also be furnished to the SO-PA and, when appropriate, state and county authorities for inclusion in their public service publications. Further information for the guidance of FSO-PAs may be found in the AUXMAN and on the Auxiliary Public Affairs Directorate (DIR-A) website: <http://wow.uscgaux.info/content.php?unit=a-dept> .

- i. **Marine Safety and Environmental Protection (MS):** The FSO-MS coordinates the flotilla's role in the Auxiliary marine safety and environmental protection program. This broad program contains an array of activities, and the FSO-MS is responsible for identifying and promoting program aspects that are relevant in the flotilla's locality.
- j. **Materials (MA):** The FSO-MA coordinates and orders materials for flotilla activities such as boat shows, VSC stations, and flotilla-sponsored member training and PE courses. Only the FC and FSO-MA are authorized to place material orders to the Auxiliary National Supply Center (ANSC).
- k. **Member Training (MT):** The FSO-MT maintains awareness of training needs, desires, and opportunities within the flotilla. A flotilla often needs training but lacks a qualified instructor (IT), or has a willing and able instructor but only a few students for the class. The FSO-MT is responsible for addressing these circumstances so that all who desire training may obtain it, and all qualified ITs have meaningful opportunities to teach.
 - (1) Advanced specialty training leading to the AUXOP competency is an important part of the Auxiliary program. The FSO-MT is responsible for preparing an annual flotilla-level plan for specialty course completion. The FSO-MT is also responsible for developing a master list of training courses offered by other flotillas and divisions 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 frequently passed to membership.
 - (3) In coordination with the FSO-OP, the FSO-MT is also responsible for the annual training and examination of members who wish to qualify as boat crew members, coxswains, personal watercraft operators (PWO), and/or paddlecraft operators under the Auxiliary boat crew

qualification program. This task may involve the planning of flotilla-sponsored land-based and on-the-water exercises for member participation, and/or planning for involvement of members in area or district-sponsored training and examination exercises.

(4) The FSO-MT is responsible for staying abreast of training opportunities offered at division, district, and national levels, and should encourage and assist eligible flotilla members who wish to attend.

l. **Navigation Systems (NS):** The FSO-NS is responsible for information and data concerning federal, state, and privately-owned aids-to-navigation for which the flotilla is responsible. A number of these aids should be assigned to each member in the program with responsibility for inspection and reporting during the year about their condition and accuracy of their location.

m. **Operations (OP):** The FSO-OP is responsible for ensuring that patrols are properly allocated and scheduled, and that the required number of surface facilities is available to carry out Coast Guard support requirements. They are also responsible for preparing a flotilla program for the assignment of patrol dates, times, and areas to flotilla operational facilities during the boating season. It is worth noting that Auxiliarists are not authorized to serve as Order Issuing Authority (OIA) in AUXDATA II for the purpose of approving orders or claim reimbursement. Only Coast Guard personnel E-6 or GS-7s and above may approve operational patrol orders or claims for reimbursement.

(1) In coordination with the FSO-MT, the FSO-OP is responsible for planning the annual training, mentoring, and examination of members who wish to qualify as boat crew members, coxswains, PWOs, and/or paddlecraft operators under the Auxiliary boat crew qualification program. This may involve the planning of flotilla-sponsored land-based and on-the-water exercises for member participation, and planning for the involvement of members in area or district-sponsored training and examination exercises.

(2) The FSO-OP is responsible for developing a flotilla-wide disaster emergency plan as set forth in the Auxiliary Operations Policy Manual (Commandant Instruction Manual, COMDTINST M16798.3 (series)), in coordination with Coast Guard sector and district command requirements. This

requires coordination of communications requirements with the FSO-CM and guidance from senior units so that plans meet the requirements of division, sector, and district emergency plans.

- n. **Publications (PB):** The FSO-PB is responsible for collecting and editing written articles and photographs and using them to create and publish a periodical publication that tells the story of the flotilla, its people, events, activities, and missions. All unit publications are subject to review and approval by DIRAUX in accordance with the AUXMAN and established district policy.
- o. **Public Education (PE):** The FSO-PE is responsible for collecting information from flotilla ITs and preparing a flotilla schedule of course offerings within the flotilla area for distribution to the public at boat shows, marine events, and safe boating booths. They also coordinate and supervise flotilla PE efforts to eliminate duplication of effort and misunderstandings that might arise.
- p. **Secretary/Records (SR):** The FSO-SR is responsible for maintaining a copy of the flotilla standing rules and other records as required for correctness and continuity of flotilla administration. They issue meeting notices and agendas before each meeting, prepare, and distribute meeting minutes, and maintain copies of all flotilla minutes, correspondence, and records.
- q. information early in the year concerning the location of marinas, launch **Recreational Boating Safety Visitation Program (PV):** The FSO-PV is responsible for promoting and coordinating the flotilla's PV program, including the recruiting, training, and qualification of new visitors. The FSO-PV should monitor individual visitor efforts to determine when and where flotilla assistance will be most constructive.
- r. **Vessel Examination (VE):** The FSO-VE is responsible for collecting ramps, shopping centers, etc. where VSCs should be conducted. Following consultation with VEs, the FSO-VE is responsible for preparing a flotilla plan listing all VSC station locations and dates, coordinating and encouraging VE activity in coordination with other flotillas.

G. Committees

G.1. Types of Committees

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

- a. Awards Committee.
- b. Budget Committee.
- c. Audit Committee.
- d. Social Committee.
- e. Boat Show Committee.
- f. Screening Committee.
- g. Historical Committee.
- h. NSBW Committee.
- i. Change of Watch Committee.

G.2. Appointment Factors

When appointing a committee, the FC should specify in writing (memo or email acceptable) 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 FC or the VFC. In some situations, the VFC may be designated as the committee chairperson. The FC is an ex-officio member of all committees.

G.3. Standing Committees

Committees that are of a recurring nature are often called “standing committees” and their duties may be set forth in the flotilla standing rules. Others may be created to handle a specific activity or event. The appropriate staff officer should be part of a committee. At the same time, appointing members who are neutral to the objectives of the committee is also appropriate (e.g., the appointment of a member with a business or financial background, but who has never served as an FSO-FN to the Audit Committee).

H. Financial Requirements

H.1. Dues

The functions and responsibilities of the flotilla 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 flotilla publications and memoranda. Most, if not all, income at the flotilla level is derived from its share of membership dues. This amount is set from time to time by a majority vote of the flotilla, and should be stated in an appendix to the flotilla standing rules. The flotilla collects annually from each member an amount which includes its own dues, plus the designated amounts for division, district, and national dues. The flotilla may collect a prorated share of annual dues from new members who join during the year. In determining the amount of flotilla 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, equipment, and phone charges.
- c. Cost of social and fellowship activities.
- d. Cost of items for a flotilla awards program.
- e. Cost of publicity and materials for flotilla-sponsored PE, VE, and PA activities.
- f. Cost of a flotilla publication and website.
- 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 flotilla program.

H.2. Annual Budget

Pursuant to the FINCON SOP, the best method of determining annual funding requirements and for establishing a dues structure is to prepare an annual flotilla budget. This must be done annually for the fiscal year (which coincides with the conventional calendar year, January 1 through December 31), and consider all items of income and expense. The budget establishes fiscal responsibility and improves financial security for the flotilla throughout the year. It

authorizes and limits the amounts that can be spent for specific purposes. It must also be approved by a vote of flotilla membership.

H.3. Budget Process

Review the flotilla 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 FC appoint the Budget Committee to permit early budget action when the new elected leaders take office. The Budget Committee should include the new FC, VFC, FSO-FN, and FSO-MA. The draft budget should be sent to the flotilla membership at least two weeks in advance of the first meeting of the year, and email discussion should be encouraged. When adopted by the flotilla, the FC (or, in the FC's absence, the VFC) may authorize expenditures for each approved purpose, up to the limit set in the budget. By authorizing the budget in advance, the flotilla eliminates the need to spend time considering whether to approve every individual expense incurred during the year.

H.4. Amending the Budget and Emergency Expenditures

If changes to the budget are required during the year, they are made with approval of the membership. The flotilla may approve a limited amount in the budget for use under emergency conditions by the FC, with understanding that the FC will give adequate justification for any expenditure from this amount at the next flotilla meeting. This amount for emergency use by the FC must be stated in the standing rules.

H.5. Income and Expenses

The flotilla has two major sources of income: fixed and variable. Flotilla dues paid to the flotilla are considered fixed income. Funds derived from other sources, such as income from sale of PE materials, 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 flotilla 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.

H.6. 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 flotilla throughout the year. It is not sufficient to have the FSO-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, and additional guidance can be found in the FINCON SOP.

H.7. Financial Reports

The FC shall ensure that an annual accounting and financial report is submitted, in accordance with the FINCON SOP and district policy, to the DIRAUX. This report is prepared on the Financial Report of an Auxiliary Unit (ANSC-7025). An annual audit of the flotilla's financial records and accounts must be performed by the Audit Committee before submission of this report. Both incoming and outgoing FCs, FSOs-FN, and FSOs-MA sign the report. Audit by a certified public accountant is not required. Flotilla financial reports are subject to Freedom of Information Act (FOIA) disclosure. In accordance with the FINCON SOP, the Coast Guard expects these reports to be routinely shared with flotilla members, made available on their request, and never subject to withholding by flotilla leadership to a member's request.

I. Flotilla Records

I.1. FC Records

Certain records must be maintained by the flotilla and passed from the outgoing to the incoming FC. This ensures continuity and promotes consistency from one administration to the next. FCs are responsible for the following records, and the VFC may serve as custodian for them:

- a. Flotilla roster with the names, addresses, and telephone numbers of flotilla and flotilla elected and staff officers, local Coast Guard unit officers, etc. All due attention shall be paid to ensuring the protection of any Personally Identifiable Information (PII) that is inherent to these records.
- b. List of duties for each FSO.
- c. Minutes of flotilla meetings.
- d. Flotilla statistics files.
- e. Flotilla financial files (normally generated and maintained by the FSO-FN).
- f. Directives and memoranda of the Commandant, DIRAUX, and senior Auxiliary officers.
- g. Flotilla correspondence file.
- h. Flotilla standing rules (approved copy).
- i. Flotilla awards program (approved copy).
- j. Flotilla disaster emergency plan (approved copy).

I.2. VFC Records

The VFC will find it useful to maintain a shadow file of the items in the FC's files if the FC does not assign record custodial duties to the VFC. In addition, proper supervision and management of the staff requires the following:

- a. A master spreadsheet showing committees with lead individuals and team members.

- b. A list of planning objectives, milestones, and dates assigned to each FSO.

I.3. Flotilla Staff Officer Records

FSOs should maintain detailed records related to their area of responsibility and activities and transfer these to their successors upon leaving office. Suggested records are:

- a. Roster of names, addresses and phone numbers of FSOs. All due attention shall be paid to ensuring the protection of any PII that is inherent to these records.
- b. File of correspondence with flotilla members.
- c. Staff newsletters sent to flotilla members.
- d. Statistical files, objectives, progress reports, etc.
- e. Directives, memoranda, and newsletters issued by the DCO, DIRAUX, national directorate staff, or counterpart SOs.
- f. Policy file related to staff activities.
- g. Technical publications.

J. Standing Rules

- J.1. 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 flotilla members. Standardized standing rules are available on the Auxiliary Chief Counsel website:
http://cgaux.org/leadership/chief_counsel.php .
- J.2. Appendices to Standing Rules** Appendices to the standing rules, containing purely local matters and nothing contrary to the standardized standing rules or the Auxiliary Manual, may be adopted by a two-thirds majority of the flotilla members. Appropriate topics for inclusion in appendices include: meeting dates, times, and places; amounts and due dates for membership dues; details of the flotilla awards program; and similar items.
- J.3. 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.
- J.4. Routing and Signatures** Once standing rules have been adopted by a two-thirds majority of flotilla members, they are signed by the FC and forwarded for signature by the DSO-LP, DCO, and DIRAUX. Flotilla standing rules become effective when signed by DIRAUX.
- J.5. Effect on Flotilla Administration** There are several important procedures and deadlines in the standing rules, and it is important that the FC review them and add them to the flotilla calendar. These include:
- a. Procedure for flotilla elections, including deadlines for letters of intent, appointment and composition of a Screening Committee, the Screening Committee's report to the FC, and the FC's report of eligible candidates to the flotilla. 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 flotilla 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 an Audit Committee.
- d. Composition of a Budget Committee and date for appointment.
- e. Deadline for consideration of the flotilla budget by flotilla membership (31 March).

In some cases, it may be prudent to set earlier deadlines than required by the standing rules.

K. Awards Program

K.1. Flotilla Awards

Every flotilla should have an awards program to recognize members' achievements. This program should reward outstanding performance, as well as creditable baseline performance in various mission areas. It can rely solely on formally established Auxiliary awards and can also incorporate awards established at district, division, and flotilla levels. Each unit should plan its awards program to meet its particular needs and local conditions. Such a program is usually administered by the Awards Committee. A sample flotilla awards program is included as Appendix G.

K.2. Baseline Awards

In some flotillas, awards recognize the top performers with no recognition for any of the other hard workers. As a result, the awards tend to be garnered by a few individuals. Consider ways to recognize other solid members who perform valuable baseline participation in each program.

K.3. Coordination With Division and District Awards

Review the division and district awards program to ensure that the flotilla's awards complement, and not duplicate, the others. Look for gaps and find ways to fill them. Look for low profile areas that deserve recognition, and give it.

K.4. Awards Nominations

Generally speaking, any member can nominate another for an award. Each year, every FC should review the flotilla roster for those who have made outstanding contributions to the flotilla's success. The VFC should prompt the staff to consider award nominations. Chapter 11 of the AUXMAN contains a full description of the criteria for every award, and the Auxiliary national Human Resources website (<http://wow.uscgaux.info/content.php?unit=h-dept>) contains extensive advice on preparing an effective award nomination.

L. Publications

- L.1. Introduction** Every flotilla 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 (e-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.
- L.2. Approval** Prior to printing and distributing any flotilla publication it must be submitted for approval according to district policy. The FSO-PB must ensure that any proposed publication contains content that is consistent with Coast Guard Core Values and the governing policies of the Coast Guard. A copy of each flotilla publication will be sent to the DIRAUX, DCO, District Chief of Staff (DCOS), DCAPT (if applicable), DCDR, DSO-PB, and SO-PB. The DIRAUX may have delegated approval authority, so check the district's procedures guide, or consult with the SO-PB. Further information concerning Auxiliary publications can be found in the AUXMAN.
- L.3. Website** The national information technology staff has developed the WOW (Without Webmasters) Pushbutton Website Platform utility. It is a pushbutton website development platform that permits flotillas 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 User Support and Services Directorate (DIR-U). The flotilla web master must ensure that no postings convey any form of political, religious, racial, or any other form of endorsement, criticism, or commentary.
- L.4. Social Media** Many flotillas have developed a presence in various online social media, with good results. However, this promising channel of public communication is not without dangers, and all postings must strictly comply with Coast Guard social media policies. A general rule of thumb is to ensure flotilla postings do not convey any form of political, religious, racial, or any other form of endorsement, criticism, or commentary.
- L.5. Maintenance** Desktop publishing software has made newsletter production much easier, and the national information technology staff advises that it takes an average user less than 25 seconds to create a basic flotilla

website. For a publication or website to have value to the flotilla, it has to contain fresh information and give members a reason to spend their time viewing it. Every elected and appointed officer should support the newsletter or website by providing fresh content to promote the programs they lead. Special attention must be paid to keeping website content current and relevant, and free of outdated information and material.

L.6. Oversight

The FC and VFC should both monitor the flotilla's publications, web postings, and social media entries to ensure that the material is fresh, accurate, positive, and in conformance with all applicable policies.

L.7. Other Available Publications

All Auxiliarists in a currently enrolled or retired membership status are automatically placed on distribution for the Auxiliary's national annual magazine, *Navigator*. Auxiliarists can opt out of such receipt through AUXDATA II or by notifying their FSO-IS to be removed from such distribution. The Auxiliary's national quarterly e-magazine, *Navigator Express*, is also available online through the Public Affairs Directorate website:

<http://wow.uscgaux.info/content.php?unit=A-DEPT&category=test> .

Coupled with other district-level and division-level publications, these national publications provide Auxiliarists with valuable and attractive tools to stay informed of Auxiliary programs, partnerships, benefits, and achievements.

M. Human Resource Concerns

M.1. Harassment and Discrimination

Harassment and discrimination in any form by Auxiliarists are prohibited. In accordance with the Commandant's Anti-Discrimination and Anti-Harassment Policy Statement, all Auxiliarists has the right to be treated with dignity and respect, without regard to race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity (EEO) activity, or any further basis protected by law and policy.

In their relationships with each other, all members shall treat one another with respect, courtesy, equality, and personal consideration. It is especially desirable that flotilla officers set an example of fairness and consideration in their association with all fellow members. The AUXMAN contains detailed instructions for handling any complaints. An FC or VFC who feels a need for advice should immediately consult the AUXMAN along with division leadership.

M.2. Sexual Assault

Sexual assault is not tolerated in the Coast Guard. Such criminal acts violate the Coast Guard's Core Values. All Auxiliarists are expected to foster and maintain an environment of mutual respect and trust to ensure the safety and security of others. They are expected to become familiar with and follow the contents of the Coast Guard's Sexual Assault Prevention, Response, and Recovery (SAPRR) Program (COMDTINST M1754.10 (series)) when reporting sexual assault and responding to sexual assault allegations. It is available through the DIRAUX office.

M.3. Equal Opportunity

The flotilla, like all other Auxiliary levels of organization, is subject to the current policies of the Commandant of the Coast Guard regarding equal opportunities. In accordance with the Commandant's Equal Opportunity Policy Statement, all qualified members have an equal opportunity to participate in all Auxiliary programs and activities regardless of race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected EEO activity, or any further basis protected by law and policy. This includes the right to become a candidate for elected and appointed office, provided required eligibility criteria are met.

M.4. Spiritual Elements

In planning Auxiliary functions, flotilla 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, flotilla 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. Flotilla leadership is expected to be aware of the provisions in the AUXMAN regarding availability and use of lay leaders as well as the ACS program (re: COMDTINST 1730.5 (series)).

N. Auxiliary University Program (AUP) and Auxiliary-Sea Scout Youth Development (AUXSCOUT) Program

N.1. AUP Description

The Auxiliary University Program (AUP) establishes partnerships between the Coast Guard Auxiliary and higher education institutions (e.g. colleges, universities, technical institutions). Individual participating in the AUP are Auxiliarists, or members of the U.S. Coast Guard acting in a supervisory role.

AUP is a leadership development program whose participants adhere to Auxiliary program and policy expectations while developing Auxiliary skills and expertise that can benefit their university experience. Detailed information about the AUP can be found on the AUP website at www.cgauxedu.us.

The AUP is managed by the Auxiliary Student Programs Directorate (DIR-S) in cooperation with sponsoring local Auxiliary units and active duty elements in the field. The AUP Leadership and Management Guide (LMG) provides integrated policy from the AUXMAN and the Auxiliary Operations Policy Manual (AOPM, COMDTINST M16798.3 (series)) for personnel participating in or otherwise interacting with AUP program operations and administration.

N.2. AUP Units

Auxiliary units are established in accordance with Chapter 4 of the AUXMAN. Any established flotilla or flotilla detachment may be recognized as an AUP unit upon the concurrence of the DCO, DIRAUX, and the DIR-S provided that the unit conforms to several administrative guidelines specific to AUP units and is advised by a more experienced active or reserve Coast Guardsman or Auxiliarist serving as an AUP Unit Officer.

N.3. Flotilla and Division Responsibilities

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 AUP Unit Leader, require professional mentoring from a more experienced FC or DCDR.

N.4. AUP Unit Responsibilities

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 AUXMAN.

**N.5. AUXSCOUT
Program
Description**

The Auxiliary has traditionally shared with the Boy Scouts of America (BSA) and its Sea Scout subsidiary a strong mutual respect and appreciation for the benefits gained from leadership education and development programs among youth who possess maritime interests. Close cooperative examination by the Auxiliary and the Sea Scouts identified significantly beneficial prospects of enhancing their partnership including improved Sea Scout training opportunities, enriched Coast Guard and Auxiliary recruiting, and better overall promotion of recreational boating safety among our Nation's boating public. This led to an MOA in 2018 that founded the Auxiliary-Sea Scout Youth Development (AUXSCOUT) program.

**N.6. Enrolling Sea
Scouts and Sea
Scout Ship
Chartering**

Pursuant to provisions of the AUXSCOUT SOP, the minimum age for Auxiliary enrollment is 14 years of age (yoa) for Sea Scout youth. Auxiliary flotillas and divisions are also authorized to charter Sea Scout Ships (SSS) for the purpose of fully engaging in the benefits of the AUXSCOUT program. Additional details about Sea Scout enrollments in the Auxiliary are found in the AUXSCOUT SOP.

**N.7. Flotilla
Responsibilities**

In accordance with the AUXSCOUT SOP, the FSO-AS shall serve as a flotilla's overall AUXSCOUT program manager and only be appointed if the flotilla has direct, sustained, and constructive engagement with a counterpart Sea Scout Ship.

Members of a flotilla who have the potential to directly interact with any members of the BSA who are under 18 years of age on a regular basis shall, as a minimum:

- a. Read and be thoroughly familiar with Auxiliary / Boy Scouts of America / Coast Guard Auxiliary Association, Inc. MOA of 25 Aug 18.
- b. Read and be thoroughly familiar with the AUXSCOUT SOP.
- c. Be current in AUXCT.
- d. Successfully complete the BSA Youth Protection Training (YPT) and provide proof of such completion to the cognizant FC prior to such interaction. This training must be renewed every two years in order to remain authorized to engage in the AUXSCOUT program.

A regular basis is defined as the likelihood of direct interaction (e.g., face-to-face; via phone/email/text/online/social media) with such

BSA members more than once in each calendar year in the course of planning or conducting any Auxiliary activity. This threshold does not include public education or public affairs activities that are provided to the general public, nor does it include regular Auxiliary unit meetings. Successful BSA YPT completion and currency shall be recorded in AUXDATA II.

Additional requirements for BSA Safe Swim Defense Training (SSDT), BSA Safety Afloat Training (SAT), and Sea Scout Adult Leader Training (SSALT) are identified in the AUXSCOUT SOP.

**N.8. Authorized
Auxiliary-Sea Scout
Youth Activities**

Sea Scouts who are under 17yoa and enrolled in the Auxiliary shall not be nominated nor run for any Auxiliary elected office. However, they may be appointed to several staff offices, trained in many disciplines including Science, Technology, Engineering, and Mathematics (STEM), qualify in most competencies, perform most Auxiliary activities, and serve on various committees in accordance with the AUXSCOUT SOP.

O. Flotilla Relationships

O.1. Expected Relationships

The flotilla exists to assist members in performing their mission of service to the Coast Guard, the boating public, and members. FSOs are expected to maintain a close working relationship with their counterpart SOs. The FC should also maintain close liaison with the elected officers of neighboring flotillas to identify areas for cooperation. It is helpful for FCs and VFCs to think of themselves as coaches, helping members become more effective as a team and assisting them with problem-solving.

O.2. Proximate Flotilla Relationships

It is common, particularly in large metropolitan areas and regions of concentrated boating activity, for flotillas to geographically overlap. Members of different flotillas may live near each other, and may perform Auxiliary missions together. Members of two or more flotillas may teach in the same public education class, crew a safety patrol, or staff a VE station. Flotillas are encouraged to treat this situation as an opportunity, not a problem. Flotilla officers, elected and appointed, are expected to work together to foster cooperation and iron out any difficulties that arise. No one should ever let “turf” concerns interfere with mission performance or member enjoyment.

O.3. Flotilla – Division Relationships

The FC and the VFC are expected to attend meetings of the division board and represent the interests of their flotilla. FSOs must also maintain a close working relationship with their counterpart SOs and pass information from the division to the members. For each division board meeting, the FC is expected to prepare a written report, addressed in accordance with division policy, summarizing flotilla activities. FSOs are also expected to furnish their counterpart SO a copy of their monthly report to the flotilla.

O.4. District Administrative Procedures

Each district establishes policies governing routine administrative functions. It is important for the FC and VFC to become familiar with these policies, and adhere to the routing procedures and deadlines. Deadlines should be entered on the flotilla calendar to facilitate this.

P. Keys to Success

P.1. Elements of a Successful Flotilla

Successful flotillas are built and maintained by plenty of hard work and collaboration from many contributors. It is the FC's responsibility to create an environment for success and lead by example.

P.2. Develop Leadership

The FC can only serve a maximum of two consecutive years before someone else must take the helm. Prudent leaders always maintain a plan for succession, and provide opportunities for the VFC, FSOs, and other flotilla members to acquire and develop leadership abilities. The flotilla should promote and provide leadership training, and encourage junior members to tackle greater responsibility.

P.3. 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.

P.4. Develop Vigorous Flotilla Programs

Organize flotilla-wide activities, and plan every meeting so that members have a reason to attend, even if they aren't flotilla officers. Those reasons can include training, guest speakers, practical exercises, and social occasions. Keep meetings businesslike and efficient and ensure they do not stray from the agenda. Expect members to wear appropriate uniforms, and set an example of correct uniform wear.

P.5. Training

A strong training program is a hallmark of a top flotilla. A year-long training program should be crafted to support the flotilla strategy and the desires of the members. Remember that one of the key functions of the flotilla is to offer training that members can probably not obtain anywhere else.

P.6. Support Membership

The FC must develop a personal relationship with each member that reflects a strong awareness of needs and concerns and a keen sense of when assistance should be offered. The next new elected flotilla officer may be a member who shows interest and promise; they should be given encouragement, training, and mentoring.

P.7. Appoint Effective Staff

Staff members should exercise a passion for their program and a habit of providing cheerful service to 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 lack of understanding or enthusiasm, and take effective action to correct it. The VFC should develop a personal relationship with each staff member, and provide training, coaching, advice, and direction to each.

P.8. Plan Ahead

The flotilla should have a five-year strategic plan, coordinated with the plans of the division 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.

**P.9. Manage
Small Things
Well**

Small things such as timely agendas, adequate notice of flotilla 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 overlooked or neglected.

**P.10. Build an
Effective Awards
Program**

Review the flotilla awards program to ensure that appropriate recognition is given to the members. A solid program provides certificates to everyone who achieves solid baseline participation, and higher recognition for truly extraordinary work. Further, all members should be periodically reminded that they can all submit nominations for recognition at any time.

These functions require considerable time and effort in order to perform them correctly and effectively, and they should not be borne solely by the FC or VFC. Consideration should be given to utilization of an Awards Committee or solicitation and designation of an individual to assist with the various aspects of an effective awards program like drafting award citations, printing certificates, and ordering plaques.

Chapter 4: Meetings

Introduction

This chapter describes considerations and procedures for flotilla meetings and special events.

In this Chapter

This chapter contains the following sections:

Section	Title	See Page
A	Flotilla Meetings	4-2
B	Meeting Procedures	4-5
C	Ceremonies and Special Occasions	4-10
D	Flotilla Change of Watch	4-12
E	Awards Ceremonies	4-14
F	Flotilla Chartering Ceremony	4-16

A. Flotilla Meetings

A.1. General

Meetings can ignite or douse the spirit, camaraderie, and effectiveness of a flotilla. 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 FC and everyone else who plays a part in presenting flotilla meetings.

A.2. Purpose of Flotilla Meetings

Successful meetings start with a good answer to the question, “What is the purpose of the meeting?” Good meetings should leave everyone with a sense of common purpose, pride in their membership, and a renewed dedication to the flotilla’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. Wear the Auxiliary uniform correctly and proudly.
- b. **Honor our visitors.** Welcome Coast Guard and Auxiliary officers, boating safety partners, and civic dignitaries. Strengthen relationships and seek mutual benefits with other agencies and partners.
- c. **Build *esprit de corps*.** Review the flotilla’s progress toward its goals, and rally support for the effort to complete tasks. Celebrate accomplishments, and reinforce devotion to duty.
- d. **Pass the word and provide services.** Meetings are an opportunity to announce and explain new policies and procedures, and promote coming events. Discussing the reasons for change and resolving questions will build support and solidify morale. They also afford opportunities for flotilla-wide services like the taking of ID card photos, member training, and engagements with local Coast Guard, boating safety, and other local counterparts.
- e. **Verify the course made good.** Staff officers and committee leaders report on progress made in their assigned part of the flotilla’s efforts, so that members may compare actual results with the plan and inform flotilla shipmates of opportunities they

may capitalize upon to improve or expand their program participation.

- f. **Decide course adjustments.** Respond to changing conditions and new opportunities in an atmosphere of mutual respect. Capitalize on diverse skills and experiences to hear every voice and make the best choices, together.
- g. **Celebrate member accomplishments.** Recognize the accomplishments of shipmates and celebrate them publicly. Respect the importance of member milestones, from the new member pledge, through qualifications and meritorious awards, to retirement. Present certificates and devices with dignified, public ceremony ensure such presentations are documented and photographed so they can be posted on flotilla websites and in newsletters for sharing with members who may have been unable to attend.
- h. **Share good fellowship.** Fellowship is the force that binds the flotilla together as a team, and it needs to be frequently refreshed and renewed.

A.3. Meeting Frequency

The flotilla sets the meeting frequency with due regard for the training and business workload to be accomplished, and balanced against the needs and convenience of members. Most flotillas meet monthly to maintain a cohesive unit working effectively toward its goals and enjoying the benefits listed above. However, there is no required or mandated meeting frequency.

A.4. Meeting Location

The flotilla should give careful consideration to the flotilla meeting location. It should be convenient to a majority of membership. The meeting 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 flotillas hold meetings in public or church or school facilities. When Coast Guard units are located nearby, their facilities are often available. The AUXMAN should be consulted regarding allowances for the use of free space.

A.5. Meeting Time and Date

Choosing the right time and date for meetings is also important. Consider seasonal Auxiliary activities and the scheduled dates of division and district meetings to avoid conflict. It is preferable that flotilla meetings follow division meetings. Some divisions plan their meetings for the latter part of the month so flotilla meetings can be scheduled during the first or second week of the following month.

This facilitates the flow of information from higher to lower organizational level.

A.6. Attendance

It is important that every member of the flotilla and every FSO attend meetings. Every member should wear the uniform prescribed by the FC to build a spirit of unity and lend significance to awards and other ceremonies. The FC should take a personal interest in those who miss several meetings in a row, and call to invite them back.

B. Meeting Procedures

B.1. Streamline the Meeting

Meetings are meant to address business that needs collaboration and approval. The main reason that meetings take too long is that items come before the group that aren't well thought out nor ready for approval. Members then, by default, become the Committee of the Whole and can spend a lot of time unnecessarily discussing all the particulars in agonizing detail. In such cases, the FC needs to truncate the discussion and dispatch the item off to committee (by entertaining a motion to refer or a motion to table) for more development. Many flotillas have found that constructive meeting elements include:

- a. **Written agenda.** Distribute the draft agenda (email acceptable) at least one week in advance, soliciting additional items from each member. 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. 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 flotilla binds itself to a set order of business. If anyone wants to detour from the agenda, they will need the group's permission.
- b. **Greet, introduce, and welcome guests.** Make everyone feel welcome and valued.
- c. **Maintain a collegial spirit.** Before speaking, all members should be sure that their comments are constructive and supportive, even when expressing a difference of opinion. Treat everyone's efforts with respect, and help keep the flotilla's energy level high and the “fun meter” in the green.
- d. **Keep reports informative and useful.** Many bad meetings contain a heavy dose of boring staff and flotilla reports that are spoken in a monotone voice and feature a stifling measure of boring statistics. Avoid this pattern by encouraging all oral reports to follow these guidelines:
 - (1) **Tell something that you did** that worked (so others can try it) or failed (so others can learn from it) in brief and plain

language. Prolonged and excessively-detailed story-telling will usually lose the attention of the audience.

- (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 and words we can understand.** If 50 VSCs represent a 10 percent increase, simply say, “We had a 10 percent increase in VSCs.” That’s good, and everyone will recognize it instantly. Similarly, every speaker should explain an acronym the first time they use it so that members and guests are fully aware of the subject of their discussion. New members in particular will be confused and put off by terms they don’t understand. Take time to ensure that everyone understand what each acronym stands for.
 - (4) **Give public credit to someone** who did something special: “Bravo Zulu to Ron Smith, who organized three VSC stations.” (“Bravo Zulu” is a signal flag hoist used aboard ship to convey the congratulatory message, “Well Done.”)
 - (5) **Stick to a time limit** set by the flotilla. Anything else can go in your written report, which can be of any length.
 - (6) **Ensure that any written reports are electronically sent** to the flotilla membership well in advance of the meeting. Never read a written report, but rather just briefly describe its highlights if necessary. It is okay to state, “Nothing to add to report as submitted.”
- e. **Use Robert’s Rules of Order** to move things along at a brief pace. Don’t railroad, but don’t let it bog down either. Take advantage of *unanimous consent* to dispose of routine items. For example, the FC may say, “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.
 - f. **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 members. Select good instructors and make your meetings worth attending.

- g. **Every meeting should include fellowship.** It's amazing what the FC who listens carefully can learn during this time, and it is usually the only opportunity in any given month for members to socialize among themselves.
- h. **Adjourn on time or, better yet, early.** The members will thank you. Most flotilla meetings should take 90 minutes at most. Always remember to respect attendee's time especially if meeting on a weeknight and in terms of commuting times.

B.2. Sample Flotilla Meeting

A FC should not expect members to attend meetings that have not been well planned. Here is a sample flotilla meeting agenda. Every flotilla should adjust it to match both the continuing needs of the flotilla and the demands of current events.

- a. Call to order.
- b. Pledge of Allegiance. Ensure there is a U.S. flag to which members and guests can direct their pledge (even a small table-based flag is sufficient).
- c. Invocation (optional).
- d. Introduction of guests.
- e. Adoption of agenda.
- f. Approval of prior meeting minutes.
- g. FC's report. It should include information from the division or district board meeting (if applicable) and progress toward goals. This is a good time to verbally recognize noteworthy performances by flotilla members.
- h. Communications and notices.
- i. VFC's remarks.
- j. VFC takes staff and committee reports.
- k. FC resumes the chair. Take up postponed and tabled items, if any.
- l. General business itemized here.
- m. Flotilla VE ramp schedule.

- n. Meeting schedule review for 20XX.
- o. Presentation of awards. May be performed by the IPFC and/or by visiting officers.
- p. Comments by guests.
- q. Adjourn business meeting. Present feature event for the meeting such as a guest speaker, training session, lecture, demonstration, etc.
- r. Adjourn for fellowship and light refreshments (although holding fellowship as a lead-in to the meeting also has advantages of affording members something to eat and drink if they are attending on their way home from work or as a means to launch the meeting from an informal social stage).
- s. 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 flotilla-level functions.

B.3. Purpose of Rules

The flotilla standing rules and Robert’s Rules both serve to protect the rights of the participants and guide the conduct of unit meetings.

B.4. Robert’s Rules of Order

The flotilla standing rules require that meetings be conducted under Robert’s Rules. The FC must become familiar with the common actions before assuming the chair for the first time. The FC may wish to appoint a knowledgeable member as Parliamentarian, to advise the chair when the need arises (this would not be a formal staff officer designation authorized to wear FSO insignia). 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.

B.5. Functions of the Presiding Officer

Under most conditions, the FC acts as the presiding officer at a flotilla meeting. If the FC cannot be present, then the VFC performs this task. When both flotilla elected officers are absent, the IPFC may preside. They must apply all 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 FC should 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.

B.6. 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 other issues. There are two ways to depart from the agenda:

- a. Ask unanimous consent to amend the agenda as needed to meet the contingency. This maintains accountability and consideration for the time of the 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.

B.7. Guests and Visitors

No flotilla should ever be discourteous to guests or visitors. The FC should assign a sharp FSO or member the specific duty of meeting guests and visitors and making them feel welcome. Coast Guard and Auxiliary officers should be promptly introduced to the FC. Visitors and guests should be introduced personally to each member. 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. All guests and visitors should also be invited to make brief comments to attendees as identified in the previously suggested flotilla meeting agenda.

C. Ceremonies and Special Occasions

C.1. Make It Special

Some FCs distribute certificates, course completions, and other awards with little fanfare. They may even stay at their place at the head table and ask members to pass the certificate to its intended recipient at the other end. Such practices diminish and detract from the achievement for which the Auxiliarist is being recognized. Every presentation should be made by the FC standing in front of attendees, not at or behind a table. When being recognized with a presentation, all Auxiliarists and guests should be called forward and given an award with a smile and a handshake.

C.2. 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.

C.3. 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 FSOs. 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.

C.4. Participants

Everyone who will participate in the ceremony should be briefed in advance, particularly visiting Coast Guard and Auxiliary officers. They are generally delighted to participate, but need to know what will be expected of them and when it will happen. If such guests are sought to assist with the administration of an oath, then ensure they are provided well in advance with a hard copy of the text they are expected to read.

C.5. Where to Stand

With a little practice, it becomes easy for the presenting officer to shift position by a step or two so that 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 should 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 because it will make the ceremony far more effective and dignified.

C.6. Music

A selection of marches, bugle calls, the National Anthem, and other ceremonial music can be found on the websites of military bands. Check to be sure it is in the public domain and that no permission is required to use it. Be sure that sound equipment works, and check it before the meeting. Judicious use of ceremonial pieces can really enhance the meeting, but be careful not to overdo it.

D. Flotilla Change of Watch

- D.1. 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 attend change of watch ceremonies. It is essential that arrangements be made early and coordinated in advance.
- D.2. Joint Change of Watch** When divisions are geographically compact and it is practical for members of most flotillas to attend the division change of watch, the division may invite flotilla officers to take the pledge of office at the same meeting. Where travel considerations make that impractical, flotillas should conduct a suitable ceremony of their own.
- D.3. Purpose** While the flotilla'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 public recognition that new officers have assumed leadership responsibilities. Their pledges, spoken aloud before assembled membership, mark their acceptance of the duties and responsibilities of their offices.
- D.4. 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 flotillas have developed traditional ceremonies to emphasize the passing of leadership and responsibility.
- D.5. Scope** It is desirable, if practicable, to include all elected and appointed staff officers in the proceedings. The pledges should be administered in the following order:
- a. FC and VFC.
 - b. Flotilla appointed staff officers.
- D.6. Suggested Procedure** To emphasize the partnership between the Coast Guard and the Auxiliary, it is useful to have both represented in the ceremony. This is best achieved by having the senior Auxiliarist read the prologue, and the DIRAUX (or Coast Guard representative whether officer or enlisted) administer the pledge. Both officers should memorize their parts or use scripts in large type to facilitate reading. Copies of the prologue and pledge are in Appendix J.

D.7. Recognition

It is appropriate for the previous year's FC and VFC to present certificates of appreciation to the previous year's staff officers, regardless of whether they are continuing in the same positions. This is also an appropriate opportunity to present other awards.

D.8. Remarks

It is appropriate that the outgoing and incoming FCs offer brief remarks. Such comments should be inspirational and appropriate for the occasion and promote cohesion and continuity.

E. Awards Ceremonies

E.1. Precedence

Awards serve to recognize and encourage those who contribute to the flotilla's success, and are an essential part of a healthy flotilla program. Many flotillas 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. Awards should usually be presented at or near the end of the program as identified in the previously suggested flotilla meeting agenda. 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.

E.2. Preserving Surprise

All due attempts to maintain surprise and employ other dramatic elements helps make an awards ceremony memorable. Keep plaques and trophies covered until presentations are made. There may be understandable circumstances that make it difficult to maintain an element of surprise (e.g., an award presentation for a flotilla member who rarely attends meetings). In such cases, providing them with a personal request for their presence at a meeting for the purpose of special recognition is appropriate.

E.3. Put Their Name Up In Lights

Use of presentation software has become commonplace in MT and PE programs. The same software can easily be used to flash award recipients' names along with a graphic of the award onto a screen at the front of the room for everyone to see, as their names are read. The public display is a helpful part of the recognition given.

E.4. Coast Guard Auxiliary Awards

As the busy activity season winds down and the election season nears, the FC and VFC should reflect on the accomplishments of the flotilla's members and staff. If those accomplishments have been solid, they should nominate deserving members for appropriate awards. Chapter 11 of the AUXMAN contains a full description of the criteria for every award, and the Auxiliary national Human Resources website (<http://wow.uscgaux.info/content.php?unit=h-dept>) contains extensive advice on preparing an effective award nomination.

E.5. Re-Presenting Awards Presented at Higher Levels

If flotilla members are active at the division, district, or national levels, they may be recognized with awards at those meetings. It is always appropriate to re-present those awards before the member's home flotilla. Encourage anyone who receives such awards to inform the FC. This is particularly true after the annual NACON in August

and NTRAIN in January. If any members are on the national staff, it is worth checking with the COLM to see if they may have received an award at NACON or NTRAIN.

E.6. Presenting Awards

Award presentations should follow this general outline:

- a. Call the recipient forward to the quarterdeck, to be joined by the DCO (or senior Auxiliarist present), the FC, and the DIRAUX (or senior Coast Guard representative present). All face the audience with the awardee centered between the presenters.
- b. A member designated by the FC should then hand the award hardware (e.g., award folder and miniature medal; plaque; certificate) to the DIRAUX or other senior representative.
- c. A narrator, skilled at reading aloud and already with a duplicate copy in hand, should then read the text of the award being presented.
- d. During the reading, the DIRAUX (or senior Coast Guard representative present) and the recipient should display the open award folder toward the audience showing the citation and certificate. If the DIRAUX or senior Coast Guard representative are not present, then the next senior Auxiliary representative should perform this function.
- e. As the narrator finishes reading the citation, the DIRAUX (or senior Coast Guard representative present) should hand the folder to the recipient, pin the medal, and shake hands.
- f. All other accompanying officers on the quarterdeck should also shake the recipient's hand. The narrator should then welcome the awardee and presenters to be seated (or request the presenters to remain in place if there are additional awards for them to present).

F. Flotilla Chartering Ceremony

F.1. Discussion

Establishment of a new flotilla is an important and exciting event. When 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. The chartering ceremony should 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.

F.2. 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 representatives by the Master of Ceremonies.
- d. The DIRAUX (or senior Coast Guard representative if DIRAUX is not present) reads the flotilla charter and temporarily holds onto it.
- e. Senior Auxiliary representative administers the prologue and pledge to all new members.
- f. Senior Auxiliary representative conducts the nomination and election of officers. Results are recorded on the Change of Officers Report form (ANSC-7006).
- g. Senior Auxiliary representative administers the prologue and pledge of office to newly elected officers.
- h. Prologue and pledge administered to new members by the FC and DIRAUX.

- i. The DCO presents an Auxiliary flag to the FC.
- j. The DIRAUX presents the U.S. flag along with the flotilla charter to the FC.
- k. The DIRAUX and DCO present Plank Owner certificates to flotilla members.
- l. In appropriate order, remarks are made by newly elected officers, VFC, FC, senior Auxiliary representative present, and DIRAUX.
- m. Entertainment, if planned.
- n. Adjournment of the meeting.

F.3. Pledges for New Members and for Officers

The prologues and pledges for new members and for officers are in Appendices I and J. Those administering the pledges should do so with proper regard for the importance and dignity of the occasion. They should also be provided with hard copies from which they are expected read them well in advance of having to do so.

F.4. Plank Owner Certificates

”Plank Owner” 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. Plank Owner certificates are available from several commercial sources, and may be ordered inscribed with each member’s name. Presentation of the certificates should 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 ‘Plank Owners,’ and today the title extends to the original members of other units as well. As Plank Owners 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 ask you to set the watch and bring Flotilla [Name of flotilla] to life. May you have fair winds and following seas.”

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Chapter 5: Member Development

Introduction

This chapter describes the process of integrating new members into the Auxiliary, creating a career development plan, understanding the challenges of diversity in its various forms, planning for succession in each of the flotilla's roles, retaining members, and honoring those who have given long service to the Auxiliary.

In this Chapter

This chapter contains the following sections:

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A. The Revolving Door and Human Capital

A.1. The Revolving Door

Most flotillas do a good job of recruiting new members. Often, though, flotillas recruit several new members during the first eight months of the year, and disenroll about the same number as winter approaches. Year after year, they process new members until the latter part of the year only to end up back at the same membership numbers after processing disenrollments at the end of the year.

A.2. Ounces of Prevention

Several perennial problems can be prevented by getting each new member off to a good start. By discussing the flotilla's activities and helping the newcomer select the ones that interest them most, they can complete the required training and earn their first qualifications with enthusiasm and interest. When they qualify for a program, they help the flotilla become more productive. In a productive flotilla, morale and spirit improve. An energized flotilla attracts new members. When expectation of personal growth and advancement are delivered upon, it gets easier to identify future leaders willing to serve in elected and appointed offices. By treating new shipmates right, the flotilla makes an investment that will pay dividends for years.

A.3. Building Human Capital

The sections that follow discuss techniques and procedures for helping every member fulfill the expectations that led them to join the Auxiliary. Building better trained, more productive, and happier members is not just a functional responsibility that should be left to the FSO-HR. While the FSO-HR has a lead role, member development is everyone's job. As discussed in the first chapter, it is vital for the Auxiliary to attract, recruit, develop, train, nurture, and retain Auxiliarists for assignment to duty. Member recruitment, development, and retention are crucial to the Auxiliary's ability to support the Coast Guard.

B. New Member Orientation

B.1. Off to a Good Start

One of the most important steps a FC can take is to appoint an FSO-HR who works well with people, is committed to their well-being, knows how to make them feel at home, and who will follow through on agreements and commitments. The FSO-HR must give every potential applicant the benefit of a thorough, honest application interview so they will have reality-based expectations. The FSO-HR must ensure to arrange a professional new-member orientation and arrange opportunities to visit with members who are active in each of the flotilla's program areas. Each new member should have one or more mentors who will help them get properly and fully outfitted.

B.2. Toward a Common Tongue

A new Auxiliarist, even one with prior military service, is usually confused by the strange language heard in many flotilla meetings. Ordinary courtesy requires that discussions be free of acronyms, and that portions of Auxiliary programs that involve extensive specialty knowledge (e.g., surface vessel operations) be explained to those unfamiliar with the subject. Considerate members guard their conversation to keep it jargon-free, speak up when necessary to help guests and prospects understand the discussion, and always explain any acronyms they use.

B.3. Personnel Security Investigations

In 2003, the Commandant mandated that all Auxiliarists undergo a PSI as a requirement for enrollment and retention in the Auxiliary. The reasons for this mandate centered on:

- a. The Coast Guard's new and sensitive post-9/11 missions.
- b. The Coast Guard's higher focus on security of all of its workforce elements (i.e., active duty, reserve, civilian, contractor, and Auxiliary personnel).
- c. Increased Auxiliary augmentation of Coast Guard units and billets.
- d. Increased Auxiliary visibility to the public, the Coast Guard, and other DHS agencies.
- e. Increased reliance on Auxiliarists to act as trusted agents of the federal government.

The Auxiliary PSI program was established as a requirement to assess the suitability of individuals for membership in the Auxiliary. Because a PSI involves sensitive personal information and may require significant time to complete, it is essential that applicants are given full, candid information explaining why the process is necessary and what it involves.

B.4. New Member Training

New member training required as part of the application process is the applicant's first view of Auxiliary training. If the flotilla relies solely on a new Auxiliarist's self-study and self-testing using the Auxiliary national Human Resources website: (<https://wow.uscgaux.info/content.php?unit=H-DEPT&category=new-member-exam>), then it runs the risk of alienating the new member at the outset. This approach says, "We're too busy and important to spend time with you, and you're on your own." If, on the other hand, the FSO-HR and others conduct training and administer exams in a caring, professional manner, it makes a strong first impression and gets the new member's Auxiliary education off to a solid start.

B.5. Approval Pending (AP) Status

An Auxiliarist is not enrolled unless they have received a favorable PSI determination. The PSI is performed by the DIRAUX in coordination with the Coast Guard Intelligence Coordination Center (ICC) using information provided in the applicant's enrollment form. The PSI is normally completed within two days of submission from the DIRAUX to the ICC. Only after the DIRAUX receives a favorable determination from this check may they enroll the applicant into the Auxiliary.

Once enrolled, a new Auxiliarist is placed in Approval Pending (AP) membership status. They remain in this status at least until they have completed their AUXCT. Everyone associated with new member training must understand that AP members are nonetheless considered full members, and can do many things that other Auxiliarists can. Auxiliarists in AP status:

- a. Shall be regarded as any other Auxiliarists in Initially Qualified (IQ, does not have a boating safety course completion on record), Basically Qualified (BQ, has a boating safety course completion on record), or Operational Auxiliarist (AX) membership status in terms of counting on Auxiliary membership rosters at any organizational level. This includes counting toward flotilla membership requirements and for the purpose of meeting minimum membership thresholds to establish a new flotilla or flotilla detachment.

- b. Are entitled to be placed on distribution for Auxiliary publications (e.g., The Navigator magazine, district publications, flotilla newsletters, and other bulletins) to keep abreast of Coast Guard, Auxiliary, and general boating information.
- c. Are entitled and strongly encouraged to attend all Auxiliary national, district, division, and flotilla meetings, training sessions, and social events in order to learn about Auxiliary organization, policies, procedures, and programs.
- d. May provide direct administrative support to Coast Guard units but must have the concurrence of the Coast Guard command to do so.
- e. Are not authorized to run for, accept nomination for, or hold any elected office. However, the DIRAUX or the CHDIRAUX, as appropriate, may grant requests for waivers that are properly routed through the COLM.
- f. Are not authorized to accept or hold any appointed staff office. However, the DIRAUX or the CHDIRAUX, as appropriate, may grant requests for waivers that are properly routed through the COLM.
- g. Must pay annual dues as part of their enrollment.
- h. May vote in any flotilla matter.
- i. Shall be issued 7-digit member ID numbers as part of the approval of their enrollment packages by the DIRAUX.
- j. Are not authorized to be issued an Auxiliary ID card. They may only receive an Auxiliary ID card upon change to IQ, BQ, or AX membership status.
- k. May not be issued an Auxiliary Logical Access Credential (ALAC).
- l. Should never be placed in the position of having to attempt to gain access to a Coast Guard facility alone. All due effort shall be made by mentors and Auxiliary leaders to ensure that whenever Auxiliarists in AP status may have need to gain access to a Coast Guard facility, they have an Auxiliarist in IQ, BQ, or AX status to escort them.

- m. Are authorized to obtain and wear the Auxiliary uniform with proper devices and insignia of the current or highest past office held to the extent that applicable policies allow. They are authorized to shop in Coast Guard exchanges with the same authorization as Auxiliarists in other-than AP status. In order to use this privilege while not yet in possession of an Auxiliary ID card, Auxiliarists in AP status must present a copy of the memo on Coast Guard letterhead from the DIRAUX notifying them of their enrollment, along with a government-issued photo identification card (e.g., current valid State-issued driver's license).
- n. May be administered the Pledge for New Members and presented with the Auxiliary membership certificate at an appropriate time and venue.
- o. May fly the Auxiliary Ensign in accordance with Chapter 3 of the AOPM.
- p. May earn and wear appropriate Auxiliary and Coast Guard awards if they meet established award criteria. Appropriate AUXDATA II entries shall be made to reflect these awards.
- q. May participate on Auxiliary committees (e.g., flotilla Change of Watch Committee).
- r. May participate in Auxiliary ceremonial events (e.g., Emcee of a change of watch; member of an Auxiliary color guard).
- s. Are authorized to take any and all Auxiliary courses. Flotillas may provide essential course materials to Auxiliarists in AP status in order to facilitate learning as they would for any other Auxiliarists in IQ, BQ or AX status. Auxiliarists in AP status are authorized to take any and all end-of-course exams associated with these courses. Auxiliarists in AP status may be presented the corresponding course completion certificates in appropriate ceremonial venues upon successfully completing all course requirements. Test results may be entered in AUXDATA II for Auxiliarists in AP status as test results are similarly entered for any other Auxiliarist in IQ, BQ, or AX status.
- t. May train in any program like any other Auxiliarist in IQ, BQ, or AX status. This includes mentor assignments, workshop attendance, and enrollment in Coast Guard or Coast Guard Auxiliary C-schools. However, they may not displace any Auxiliarists in IQ, BQ, or AX status who desire to participate in

any training venue. Auxiliarists in AP status must also successfully complete BQ status requirements in order to qualify in any Auxiliary program authorized for them.

- u. May perform and have signed-off all tasks that must be completed to earn qualification in any program, with the exception of those aviation competency tasks that must be performed in an airborne facility.
- v. May be qualified by the DIRAUX or appropriate qualifying authority in any program except as Coxswain and PWO in the boat crew program, as any of the aviation program competencies (i.e., Aircraft Commander, First Pilot, Co-Pilot, Air Crewman, Air Observer), and as a Citizenship Verifier, Fingerprint Technician, and participate in the Auxiliary Health Services (AUXHS) program. Pursuant to qualification, Auxiliarists in AP status may engage and participate in Auxiliary programs with the following qualifiers:
 - (1) Auxiliarists in AP status who qualify as ITs or as Marine Environmental Education Specialists (AUX-MEES) as part of the Auxiliary Trident program may teach public education courses in Lead status, but they must be in the company of at least one other Auxiliarist in IQ, BQ, or AX status or an active duty supervisor while doing so.
 - (2) Auxiliarists in AP status who participate in Auxiliary PA outreach events (e.g., Coastie demonstration; public affairs booth) may do so in Lead status, but they must be in the company of at least one other Auxiliarist in IQ, BQ, or AX status or an active duty supervisor while doing so.
- w. May offer surface and air facilities for use and have them accepted for use (including designation of authorized operators), with the understanding that they will not be able to operate them as a coxswain or pilot, respectively, until they have completed all applicable training and have attained BQ status.
- x. May offer personal vehicles for use and have them accepted for use (including designation of authorized operators), for the purpose of towing government equipment, but they must be in the company of at least one other Auxiliarist in IQ, BQ or AX status or an active duty supervisor while engaged in such towing. Whenever operating a personal vehicle while assigned to duty, they shall adhere to all prescribed and appropriate government

operating requirements and expectations, including the prohibition to read, type, or send text messages or e-mail.

- y. May be authorized by proper Coast Guard authority to use government vehicles to perform official business, but they must be in the company of at least one other Auxiliarist in IQ, BQ, or AX status or an active duty supervisor while engaged in such use. Whenever operating a government vehicle, they shall adhere to all prescribed and appropriate operating requirements and expectations, including the prohibition to read, type, or send text messages or e-mail.

**B.6. Basically
Qualified (BQ)
Status**

The flotilla should help the new member complete an authorized boating course to achieve BQ status. The FSO-MT and FSO-PE should expedite the new member's eligibility for BQ. This will enable the member to be certified in programs requiring BQ status (e.g., ACS program; VE program; boat crew program).

C. Individual Development Planning

C.1. Commitment to Growth

The Coast Guard is fully committed to personal and professional growth of personnel, whether civilian, military, or volunteer. Since learning and development in the Auxiliary occur primarily at the flotilla level, FCs are ultimately accountable for providing their members with developmental opportunities and activities, identifying areas for improvement, and ensuring timely coaching.

C.2. Individual Development Plan (IDP)

The IDP is a personally tailored action plan that a new member uses to identify short and long-term personal and career goals. It outlines the training and developmental experiences to achieve those goals, for the benefit of the individual, flotilla, and the Auxiliary, within a specified time. It may chart job-specific skills and also include more general competencies aimed at supporting the individual's aspirations in terms of education, leadership, qualification, and advanced opportunities. An IDP is not a performance evaluation method, a contract for training, or a means for clarifying or revising a position description.

C.3. IDP Management

The FC may delegate management of the flotilla's IDP program to the FSO-HR, FSO-MT, or another seasoned member, but should be aware of the contents of each IDP and discuss it personally with the member so that commitments are shared, understood, and kept. As with other duties, delegation does not relieve the FC of ultimate responsibility for a vigorous and effective member development program.

C.4. Reference

Guidance for preparing an IDP can be found in the Coast Guard Individual and Executive Development Plan Framework (COMDTINST 5357.1 (series)). This document can be downloaded from the Coast Guard Directives and Publications website: <http://www.uscg.mil/directives/>.

C.5. Using the IDP

Both member and IDP manager should download the above reference and print the IDP form (CG-5357 available on the Coast Guard Directives and Publications website, <http://www.uscg.mil/directives/>) for an Auxiliarist's use. It is the IDP manager's responsibility to assist the Auxiliarist with orientation and familiarization.

C.6. Maintenance and Tracking

It is essential that the FC or designated IDP manager ensure that a review interview be completed faithfully every six months. If kept

current and used as an active planning tool, the IDP will keep each Auxiliarist progressing toward goal fulfillment. If allowed to lag behind, the IDP will become just another paperwork burden, hardly worth the effort.

C.7. Preparation for Leadership

All new members should be counseled that they are candidates for future leadership in the flotilla, whether as elected officers, staff officers, or specialized subject-matter experts. They should be frequently encouraged to take advantage of formal training opportunities whenever possible. In addition, successful Auxiliary leaders and program experts typically invest many hours of reading and self-study mastering their craft.

D. Mentoring and Coaching

- D.1. Mentoring** Mentoring is a traditional method for orienting and training those new to the Auxiliary, as well as a valuable means for supporting the development and even accelerating the professional growth of experienced members. Individuals who share knowledge, experiences, and skills to benefit someone else provide valuable leadership and leave an indelibly constructive legacy for new members.
- D.2. Value of Mentoring** All members, regardless of responsibility level, can benefit from mentoring any time during a career. Just as we need to be mentored in order to continually learn, we also learn through teaching others. Ultimately, the Auxiliary improves as an organization through performance improvements of our people.
- D.3. Delegation** As with the IDP, the FC may delegate the management of the flotilla's mentoring program to the FSO-HR, FSO-MT, or another seasoned member as manager, but should monitor the progress of each member's mentoring relationships. As with other duties, delegation does not relieve the FC of ultimate responsibility for a vigorous and effective member development program.
- D.4. Reference** Guidance for preparing a mentoring plan can be found in the Coast Guard Mentoring Plan (COMDTINST 5350.24 (series)). This document can be downloaded from the Coast Guard Directives and Publications website, <http://www.uscg.mil/directives/>.
- D.5. Duration of Relationship** The mentoring relationship is dependent on mutual trust, and can exist only with consent of both parties. It need not be exclusive; both mentor and protégé may have other mentoring relationships. If an Auxiliarist seeks qualification in two areas, it will likely be necessary to seek advice from more than one practitioner.
- D.6. Mentoring for Qualification** Some Auxiliary qualifications (e.g., boat crew program) are earned with the assistance of a mentor who must meet certain prerequisites to serve in that capacity. In these situations, the mentor is formally assigned, is responsible for helping the candidate acquire the required skills and knowledge, and assesses and helps develop their readiness for examination.
- D.7. Coaching** Coaching is applied to situations in which a mentor provides both instruction and support. Typically the Auxiliarist being coached is

uncertain how to proceed, unclear whether the task is being performed correctly, and may be overwhelmed by the project. A successful coach must constantly observe their efforts and adjust technique as needed, while remaining positive and providing constructive feedback. A skilled coach helps the Auxiliarist develop both ability to perform the required tasks in concert with the motivation to overcome the obstacles to success.

Auxiliarists find it highly rewarding to help others succeed. Mentoring assignments should be fairly and equitably distributed among flotilla members.

E. Diversity

E.1. Diversity Policy

All Auxiliarists are expected to ensure that all citizens, regardless of race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected EEO activity, or any further basis protected by law and policy have an equal opportunity to become a member of this organization.

People from a wide variety of backgrounds and interests are welcome and encouraged to join the Auxiliary to help serve the boating public. The Auxiliary is built upon the values, skills, and abilities of each individual member. Members are responsible to each other for promoting an inclusive atmosphere of acceptance and respect, for demonstrating a commitment to fair and equal opportunity, and for moving beyond simple tolerance to embracing and celebrating different backgrounds. The Auxiliary is committed to enjoying a diverse and inclusive membership.

E.2. Diversity as Stewardship

People are the Auxiliary's most important assets. To reach maximum effectiveness, it must fully develop and use all the talents of each member, no matter how they may be different. Recognition and acceptance of differences is one of the most important ways to embrace and demonstrate the Coast Guard Core Value of Respect.

E.3. Diversity in the Flotilla

Diversity comes with many considerations, such as:

- a. Not everyone has a boat, or plane, or radio facility, or even a car or computer.
- b. Not everyone falls into the same age group, and they often have different backgrounds, perspectives, and opinions.
- c. Not everyone has the same educational background, aptitude, and skills. Not everyone has the same learning abilities. Some may require extra help to master some tasks.
- d. Not everyone has the same physical capacity. Some members may have physical challenges and have found ways to mitigate or overcome them.

- e. Not everyone has sufficient financial resources to participate in Auxiliary activities without regard to the monetary cost.
- f. Not everyone has an employer with a liberal policy to grant time off for Auxiliary activities, no matter how pressing or worthy.
- g. Not everyone observes the same religious holidays, keeps the same dietary practices, or dresses the same.

Simply put, we aren't alike, and there's nothing wrong with that. The diversity challenge is to look beyond what someone does not have or cannot do to discover what they do have and can do.

E.4. The Golden Rule

The Golden Rule states, "Treat others as you would have them treat you." Such conduct is the minimum required of a respectful leader or shipmate.

E.5. Value Every Contribution

Every member lends value to the Auxiliary. By writing a dues check, even an otherwise inactive member adds value by helping support the flotilla financially. For all we know, that person may tell friends and neighbors about the missions of the Auxiliary, or pass along some good boating safety information. Other members come to occasional meetings, and sometimes help with social events.

In each flotilla, members toil anonymously, the satisfaction of a job well done their only reward. They might teach a class, or type the minutes, or spend half a day at the boat ramp. They join us, share a laugh and maybe a meal, and give what they can.

What those less-noted members do may seem like a drop in the bucket, but it may be all they can offer. The important point is that if we combine all our efforts, great and small, across the breadth of the Auxiliary, a mighty river of volunteer effort surges forward to serve America.

Every flotilla officer, elected or appointed, shares a duty to make the most of the human potential entrusted to them. It is easy to enjoy training someone who displays enthusiasm and aptitude, and the payoff is often quick and obvious. It is far harder, but just as important, to spark the hidden interests of a less-active member, gently fan the flame as it grows, and enjoy the glow of the member's pride as they achieve their goals.

F. Generations

F.1. A Powerful Form of Diversity

Many flotillas find that their membership is becoming younger. While this is an exciting development that bodes well for the vitality of the Auxiliary, it also presents unaccustomed challenges. Older members and younger members sometimes have difficulty talking with each other, even finding they lack a common language. Complaints about “this younger generation” date from the dawn of history, but the pace of change in our lives has sharpened and deepened the contrasts. To be an effective flotilla leader, one must learn to recognize, understand, and respect the generational differences among members and take those into consideration.

F.2. Awareness of Generational Characteristics

A theory of cyclical generational characteristics was proposed by William Strauss and Neil Howe in their book, *Generations: The History of America's Future, 1584 to 2069* (Morrow, first published in 1991). They described a recurring pattern of societal moods, responding to key events that shape the generation and its members' reaction to the mood of the preceding generation. Their work has pushed generational differences into the center of leadership study and practice, and a brief Internet search yields a vast store of information on the subject.

F.3. How Can a Leader Use This Information?

Everything a leader does depends on establishing a shared appreciation of the flotilla's situation, identifying how best to proceed, creating a sequence of tasks to realize the desired outcomes, energizing the flotilla to work together toward objectives, monitoring and communicating progress made, and rewarding success when it comes. Each of these is more complex because communication and motivation that works beautifully with some people may not work at all with others. Generational characteristics offer a way for leaders to analyze their approach and determine what methods might be most effective.

F.4. Learning to Cross New Barriers

For the Auxiliary to survive, much less thrive, younger members are essential. It is often hard for older members to relate to and team effectively with younger ones, because their language, habits, and frames of reference are different. Success depends on our ability to understand each other, respect each other, and form an effective organization that rewards everyone's efforts. A one-size-fits-all approach that may have served us in the past cannot effectively answer the requirements of our emerging membership.

**F.5. What Are
Some
Generational
Differences?**

Table 5-1 provides an array of some traits commonly observed among the five primary generations active in the Auxiliary. Although it contains sweeping generalizations that are not true of everyone in each age group, its principal purpose is to remind us that we are different, and to use those differences in a thoughtful, respectful, and effective way.

Summary of Generational Trait Differences

	Traditionalists	Boomers	Gen X	Gen Y (Millennials)	Gen Z
Born	1925-1945	1946-1964	1965-1980	1981-1995	1996-2009
Age in 2022	77+	58-76	42-57	27-41	13-26
Parenting and Childhood	Strong nuclear families; parenting was associated with discipline.	Most Moms are home. "Do it because I said so." Larger classrooms; more competition; freedom; optimism.	Divorce rates increase; single parent homes; latchkey kids; self-sufficient; first milk carton kids.	Parents more involved; helicopter parents; safety; Amber alerts; participation trophies; video games and systems.	Parenting style encouraged realistic expectations; constantly exposed to media; almost everything has a digital equivalent.
Leadership	Command and control style influenced by strong military associations.	Accept poor management and positional leadership; competitive and value face time.	Prefer leadership styles that are comparatively more autocratic; directive; task-oriented; transactional.	Prefer leadership styles that are democratic; participative; relationship-oriented; transformational.	View the internet as the authority; prefer coaching style leadership; expect positive feedback; enjoy being on location.
Early Communication	Letter/memo; rotary phones; phone calls are important; prefer one-on-one.	Telephone/email used touch-tone phones; call anytime; "Just fax it to me;" enjoy face-to-face.	Email/text; used cell phone early; caller ID/voice recorders; "Call me only at work;" work-life balance.	Text/social media/smart phones (iPhone)/apps; more comfortable with digital communication.	Smart phones/ Apps/Snapchat/ video/use images and symbols; prefer face-to-face.
Work Expectations	Good supportive manager; job satisfaction; rapport with colleagues; caring environment; job fulfillment.	Job satisfaction; results-oriented; supportive team; good rapport with colleagues; self-actualization.	Job satisfaction; work-life balance; flexibility; independence; feedback, and appreciation; supportive manager.	Technology; diversity; growth opportunities; career development; connection to purpose; active involvement.	Technology; diversity; flexible hours; independence; social responsibility; authenticity; acceptance.
Meeting Preferences	Enjoy face-to-face; appreciate traditions; like order.	Happy with face-to-face meetings; love seeing people; shaking hands; collaboration.	Practical; organized meeting; value productivity and opportunities for career growth.	Spontaneous; enjoy group discussions; interactive activities; on-the-go meals.	Optics (social media options) are important; don't care for paper; shorter attention span.

Table 5-1

Source: Shawn Johnson, *Strategies for Generational Inclusion* (www.shawnjohnsonspeaks.com)

G. Succession Planning

G.1. Where Does the Time Go?

As most new FCs take office, the furthest thing from their minds is the day that will come, sooner than they can imagine, when they will leave office and pass the torch to someone else. That day is normally at most, two years away. Elected terms are limited, so elected leaders move up or move over. Either way, they must train replacements in order to keep the organization alive and healthy.

Because there are no term limits on appointed staff officers, there is a tendency for some people to become fixtures in a staff position, serving year after year. Often such members become genuine experts, offering dedicated proficiency in their specialty. Sometimes, though, they monopolize the opportunities for program management. When that happens, the program suffers, morale declines, and potential successors lose hope and drift away. Planning for appointed staff succession requires foresight, fairness, and good judgement.

G.2. Keys to Solid Succession

Basic requirements for each office are outlined in the AUXMAN. At the flotilla level, those requirements are fairly easy to meet. For both elected and appointed office, the most important qualifications are enthusiasm for the job, a willingness to learn the required knowledge and skills, and an enlightened determination to fulfill the obligations involved. Succession planning comes with many considerations, such as:

- a. Potential successors can be more enthusiastic for a job, particularly FC, if they see the incumbent having fun helping the flotilla succeed.
- b. Every job in the Auxiliary demands knowledge and skill that can only be acquired through mentoring, training, study, or all three. Many Auxiliarists join with professional backgrounds that translate directly to flotilla needs. For example, someone who works as an accountant might be a natural choice for FSO-FN. Even so, it will be necessary to learn the forms, deadlines, and practices to handle the finances and reporting requirements for the flotilla. Every officer, elected and appointed, can prepare for success by attending the AUXLAMs C-school, and by attending other training opportunities that become available.

- c. Before seeking or accepting an office, a member should have a realistic appreciation of the effort involved. Like most worthwhile activities, any Auxiliary office requires work to achieve the goals. FCs and VFCs should model the Coast Guard Core Value of Devotion to Duty without neglecting the Auxiliary's cornerstone of fellowship and fun. Enthusiasm is contagious, but so are several less-desirable dispositions. When choosing your attitude, remember that someone is always looking.
- d. While there is no official provision for assistant FSO, there is no prohibition against members assisting the incumbent FSOs in making their specific programs successful. Serving an apprenticeship in such a role prepares prospective successors for greater responsibility, and is especially important to prepare for the more complex FSO assignments.

**G.3. Fostering
Personal Growth**

The FC should encourage, and every member should support, the expectation that every member should develop to their maximum potential in the Auxiliary. Flotilla shipmates should support each other as they work toward qualifications, complete specialty courses, satisfy currency maintenance and other requirements, and take every other step along their individual path to personal fulfillment in the Auxiliary. Remember that a new member encounters challenge in relatively routine Auxiliary functions like correctly donning a uniform, and needs patient counsel to develop the knowledge that everyone else may take for granted. The first months of membership are a critical time, and must be handled with care, friendship, and understanding.

**G.4. Respect
Modest Success**

Not everyone enjoys spectacular success in a new assignment. Be patient, helpful, and respectful as a new person finds the way. The VFC should maintain closer contact with those new to their assignments, and give more room to more accomplished performers. No one likes micromanagement, but offer help where and when it is needed.

H. Retention

H.1. Reasons for Retention

Much is made of the importance of member retention, because the annual loss to disenrollment is impossible to ignore. Sometimes people leave the Auxiliary for reasons that cannot be controlled: they move away, they lose their job, they get sick, or even die. More often, unfortunately, a very good job is not done to fully and properly integrate them into the Auxiliary.

H.2. Main Propulsion for Retention

Member involvement is the powerful engine behind strong member retention. People who are excited about an Auxiliary mission and having fun in the process don't quit unless they really have to because of illness, finances, job interference, or other serious matters. On the other hand, members who have become inactive are at high risk of no longer remaining part of the Auxiliary.

H.3. Preventive Retention

There is a tendency to think of retention as a fall season activity. The most vital time for preventive retention efforts is in the spring, when everyone's interest in boating and all related activities peaks, particularly in seasonal region like those in the northern sections of our Nation. March and April are times when most flotillas are training members for qualifications in summertime activities. That's the best time for flotilla members to ask themselves, "Who haven't we seen for a while? Maybe we haven't seen them in a year or more." Those are the very people to ask to get involved, or get involved again. If they become active in a program, the odds are much better that they will remain in the Auxiliary.

H.4. Why Members Leave

When asked why they seek disenrollment, members give a variety of reasons. Some of them cannot be helped, but those cases are a minority. Most common reasons include boring meetings, bad relationships, pervasive "politics," lack of training, cliquishness, arrogant officers, and a general lack of fun. Flotilla leadership must take prompt action to assess its programs, consider the flotilla's culture, and make appropriate changes to avoid such reasons.

I. Retirement

I.1. Eligibility

An Auxiliarist must have served in the Auxiliary for at least 15 cumulative years from base enrollment date to achieve retired status. Under rare and special circumstances, the DIRAUX may waive this requirement.

I.2. Consider the Retirement Option

Members sometimes elect to stop paying dues and disenroll, even though their cumulative service entitles them to be given retired status. Flotilla leaders should always check to see whether a departing member is eligible for retirement, and urge the member to retire if eligible and appropriate. Retired benefits include:

- a. Authorized to wear the Auxiliary uniform with such insignia as the highest past office at appropriate functions.
- b. May fly the Auxiliary Ensign on their own vessels as long as the vessel has successfully completed a current a VSC and displays a current VSC decal. They may also fly the Auxiliary Ensign on or near buildings or homes in which such facility is located or in which the retired Auxiliarist resides. Those Auxiliarists may fly the Auxiliary Ensign day and night. While underway, a retired Auxiliarist must be on board when flying the Auxiliary Ensign. The Auxiliary Ensign must be maintained in good condition at all times (true color, no tattered corners, no strings, etc.) to bring credit to the organization.
- c. May attend Auxiliary meetings and participate in fellowship activities.
- d. If circumstances change, a retiree may properly apply to the DIRAUX to return to a previous full membership status.
- e. No longer pays dues.
- f. May be placed on distribution for Auxiliary publications (e.g., the Navigator magazine; flotilla newsletters) as the resources that support those publications allow. Placement is voluntary and may be withdrawn by the individual from any or all such distributions at any time subject to appropriate notification of the source of mailing distribution information.

I.3. Honor Their Service

Fifteen years of service is special, and deserves to be marked with an appropriate event. Whenever possible, retiring members should be honored at an appropriate ceremony recognizing and celebrating their service to the Auxiliary. The guest list should include family members, members of nearby flotillas, as well as public officials and others with whom the member has worked while in the Auxiliary. Carefully evaluate, with the DCDR and others in the COLM, whether an award is appropriate to recognize the member's contributions. A retirement letter and certificate should also be pursued through the DIRAUX office for presentation.

I.4. Keep In Touch

Ensure that retired members have timely notice for all social events, and invite them to attend flotilla meetings from time to time. Most retired members enjoy talking with younger members, and younger members often gain inspiration from them.

Chapter 6: **Courtesy and Protocol**

Introduction

This chapter describes courtesy and protocol for flotilla meetings and special events. See Chapter 12 of the AUXMAN for additional guidance on customs, courtesy, and protocol for Auxiliary units and Auxiliarists.

In this Chapter

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A. Courtesy, Protocol, and Traditions

A.1. Courtesy

Courtesy is simply the proper consideration for the feelings and considerations 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.

A.2. 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 considerations of others while protocol is the body of accepted rules of social behavior practiced by thoughtful and considerate people. For elected and appointed flotilla 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 members of the Coast Guard family.

A.3. Traditions of Our Service

The Coast Guard shares many rich traditions with other seagoing services, 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 active duty Coast Guard personnel, and observe certain customs, such as saluting the flag, when in uniform. At the end of an Auxiliarist'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.

A.4. 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, don't feel slighted or snubbed, and are recognized by the Coast Guard's traditions. 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.

A.5. 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 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 appointed 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

B.1. 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 unless in a certain area has been specifically designated a “No hat area.” In military terms, the member is “covered” when wearing a hat. When outdoors in uniform and wearing a hat, the hand salute is usually proper in the following circumstances:

- a. Saluting and giving an appropriate verbal greeting are proper courtesy for Auxiliarists when encountering commissioned officers of the Armed Forces, including officers in the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Public Health Service (USPHS).
- b. There may be occasions, when in uniform and covered, wherein courtesy and custom dictate 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 verbal greetings (e.g., “Good morning, sir/ma’am.”) 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 six paces (15 feet) from you, and hold the salute until the colors are six 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 onboard a ship or at a military installation.
- f. Saluting is observed when boarding or leaving a military ship while the national flag is flown at the vessel’s stern. 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 the OOD has returned your salute and given permission to leave, step to the gangway. As you cross the gunwale, turn and salute 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.

B.2. How to Salute and Greet

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 (e.g., "Good morning, sir/ma'am.") when addressing a commissioned officer of the armed forces. In the Coast Guard, commissioned officers of the rank Commander and above are recognized as "senior officers," and when greeted they should be addressed by their rank (e.g., "Good morning, Commander/Captain/Admiral."). If carrying an object such as briefcase, purse, or umbrella, then carry it in the left hand and leave the right hand free.

B.3. 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.

B.4. 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.

B.5. 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, Chief Petty Officer mess lounges, the Commanding Officer’s quarters, and sick bays.

B.6. Indoors

The Auxiliary follows the custom of the Naval Services (Coast Guard, Navy, and Marine Corps) members of which do not salute indoors when uncovered. When colors are presented indoors, all present should stand at 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

C.1. Introduction

Flotilla officers are primarily concerned with those rules of flag etiquette that pertain to display of the national flag at meetings and social events. The flag is often referred to by other names such as the, “colors,” “ensign” and “standard.” Regardless of name, it is important that the national flag always be displayed properly so as not to commit a breach of protocol, and no part of it should ever be allowed to touch the ground. Protocol for flag display is founded in 4 U.S.C. § 1.

C.2. Displayed on a Wall

In a meeting room, when displayed flat behind the speaker's podium or FC's table, the national flag should be placed above and behind the speaker with the union uppermost and to the audience's left.

C.3. Displayed on Flagstuffs

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 should be displayed behind and to the furthest left of the speaker's podium or FC's table when viewed from the audience. All other flags displayed in the same room, including the Auxiliary flag, should be placed in decreasing priority to the right. The total number of flags should be equally balanced on both sides of the podium or center point of the head table. The most common order of flags (left to right) is the national flag, DHS flag, Coast Guard flag, and Auxiliary flag. If the national flag is displayed on crossed flagstuffs, it 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.

C.4. Covering a Casket

When the national 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 national flag should not be lowered into the grave or allowed to touch the ground.

D. Invitations

D.1. In General

For most flotilla social functions, invitations are issued by the FC. Two basic formats are normally 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 may be used for informal events (e.g., dinner meetings; picnics).

D.2. Non-Paying Guests

Flotilla financial considerations will usually determine how many non-paying guests are to be invited. Among those who might be considered as guests for a flotilla function are the DCO, the DCOS, the DCAPT of the sector in which the flotilla is located, the DIRAUX, the Operations Training Officer (OTO), and the commanders of local Coast Guard units. At times, the Chief of the District Prevention Office and a special guest speaker may be included among honored guests.

D.3. If the Flotilla Will Pay

When the flotilla 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.

D.4. 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.

D.5. 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 flotilla-sponsored functions, it is the FC 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 flotilla members own the dress jacket.

D.6. 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.

D.7. 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

E.1. Helping the Host

Normally, the FC is the host for flotilla-sponsored social and ceremonial functions and is responsible for the reception and well-being of invited guests. If it is not possible for the FC personally to look after the needs of each guest, the IPFC or another member of the flotilla should be appointed to act as an “aide” to an important guest or group of guests. The FC 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 members as soon as possible.

E.2. Planning Ahead

One key to 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 flotilla change of watch or awards ceremony where dinners are served, should be considered by the FC:

- 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. Consideration should be given to provision of a script to ensure certain aspects of the event are properly performed. Scripts should normally be kept in a binder on the podium or at the portion of a table from which event participants will speak.
- 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 attendee’s 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 designated location 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 and audio/visual equipment are in place, in working condition, and tested well in advance of the start of the event.
- k. Assign a person to handle the sale of dinner tickets and to take care of any immediate cash expenditures.

E.3. Socializing

When invited as guests at a structured function, most people enjoy meeting 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

F.1. FC's Duties

FCs usually preside at formal social and ceremonial functions sponsored by the flotilla, 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.

F.2. 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 one's 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

G.1. 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.

G.2. 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 that describes their occupational specialty (e.g., Yeoman (YN); Storekeeper (SK); 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 Officer.
- b. The OTO 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. Commissioned officers are assigned as DIRAUX in each district. The DIRAUX in all districts except the 14th and 17th Districts are Commanders. The DIRAUX in the 14th and 17th Districts are Lieutenant Commanders.

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

*The BM rating acronym indicates that the individual is a Boatswain's Mate. 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

G.3. Introduction of Senior Auxiliary Guests

Commodores are the only Auxiliarists with titles. Introduce them formally as, “Commodore Sue Allen,” then in subsequent references refer to them as, “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.”

G.4. 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 expected 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.” However, in the circumstance of the senior flag officer entering a formal meeting room (e.g., entering a division board meeting), the first person to observe their entry should call the room to attention.

H. Seating of Guests

H.1. General Rules

The seating of guests at a structured flotilla social or ceremonial function is one of the least understood responsibilities of the FC. 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 flotilla 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 FC 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 FCs, 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.

H.2. 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 flotilla 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 FC 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 flotillas 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.

H.3. 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 FCs. 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 FC. When the District Commander or a designated representative is not present, the DCO is seated to the right of the FC. Otherwise the DCO is seated to the immediate left of the FC. 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 should be seated at honors tables unless they have been invited to fill the role of guest speaker.

H.4. Example Seating Arrangements

Sample seating arrangements for the head table at a flotilla 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. Flotilla Commander (presiding officer).
- b. Flotilla Commander's spouse.
- c. District Commodore.
- d. District Commodore's spouse.
- e. DIRAUX.
- f. DIRAUX's spouse.
- g. District Chief of Staff.
- h. District Chief of Staff's spouse.
- i. District Captain.
- j. District Captain's spouse.

g e b d a* c f j h i

Mix and Match Seating

Audience

g h f e a* b c d j i

Seating of Guests as Couples

Audience

H.5. Change of Watch

For a flotilla change of watch dinner involving both outgoing and incoming FCs, 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 FC will preside as the host. If the function takes place after 31 December, the new FC presides regardless of whether the new FC has been ceremonially inducted. In either case, if there is insufficient room at the head table for both the outgoing and incoming FCs 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 IPFC 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 (e.g., local mayor).
- b. DCDR.
- c. IPDCO.
- d. DCAPT(s).
- e. DCOS.
- f. DCO.
- g. DIRAUX or representative.
- h. District Commander or representative if not the DIRAUX.
- i. The presiding Coast Guard officer or Auxiliary leader closes the meeting.

Chapter 7: 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 to Leadership	7-2
B	Leadership Fundamentals	7-11
C	Leadership Processes	7-13
D	Responsibility for Success	7-15
E	Follow Through	7-16
F	Leadership Styles	7-18
G	Qualities of a Good Leader	7-20

A. Introduction to Leadership

A.1. What is Leadership?

The Coast Guard defines leadership as:

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

Developing and honing leadership ability does not 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, that requires continuous study, observation, and practice.

A.2. Resources

The Auxiliary's Training Directorate (DIR-T) has developed an inventory of training schools and other resources to help you along your leadership journey. Bookstores and libraries have plenty of books on every facet of leadership. To assist in developing the skills and abilities, the Auxiliary Leadership Guidance Team has adapted the Coast Guard's Leadership Framework to reflect the competencies an effective Auxiliary leader needs. These are summarized in the student study guide for the Auxiliary Leadership Course and can be found under the Leadership Competency tab of the Auxiliary's national Training Directorate site: <http://wow.uscgaux.info/content.php?unit=AUX60&category=leadership-competencies>

They are broadly divided into four categories and 28 competencies:

a. **Leading Self:**

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

b. **Leading Others:**

Effective Communication.
Influencing Others.

Respect for Others and Diversity Management.
Team Building.
Taking Care of People.
Mentoring.

c. Leading Performance and Change:

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

d. Leading the Auxiliary:

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

Most Auxiliarists 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.		
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 the Core Values 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

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Self (Continued)			
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; 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.
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 under-takes 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.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Others (Continued)			
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.
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.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
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.
Management and Process Improvement	Plans and organizes personal work activities ensuring 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.	

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Performance and Change (Continued)			
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.	
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 flotilla and division 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.	

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading the Auxiliary (Continued)			
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.
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 flotillas 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 national, regional, local, and subject matter communities. Understands national, regional, local, and subject matter 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.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading the Auxiliary (Continued)			
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

B.1. 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, *position* power, flows from the position the individual holds in the organization. The second, *personal* power, comes from the leader's personal qualities and attributes.

B.2. Position Power

One of the purest forms of position power is that held by a military officer, whose orders have the force of law upon subordinates. No Auxiliary officer has military authority, and it is a serious error to behave as if they do. That does not mean, however, that an Auxiliary officer has no position power. The stripes on the FC'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 those who use position power for personal gain and preference.

B.3. Personal Power

Personal power comes from one's personality, knowledge, skills, abilities, reputation, and fairness, among other things. It is earned from 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 enhance their personal power. FCs 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.

B.4. Stewardship

The thoughtful FC will recognize that, at most, their tour at the helm will last just two short years. Flotilla leaders are entrusted with their positions by flotilla membership, 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 FC 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.

The kind of leadership image created may well influence the FC's ability to lead. An effective leader is expected to direct and supervise functional activities 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.

B.5. 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

C.1. Starting Out

As FC, 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 VFC when making your selections. Remember, the VFC 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 motivated and qualified people. 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.

C.2. Staff Ground Rules

After appointing the flotilla staff, meet with them with the VFC present. Let FSOs know how you plan to operate and what you expect of them. It is especially important that FSOs understand to whom they must report. Normally, it is the VFC who exercises direct staff supervision, and FSOs must understand that you will fully support the VFC. FSOs must feel empowered to take initiative, but should always keep the VFC informed of their plans and actions.

C.3. Setting a Course

Prepare a proposed annual program and seek comments and ideas from the VFC and FSOs. Even though the VFC manages the flotilla staff, the FC, by virtue of position, still bears responsibility for flotilla programs. How well the leader communicates intended plans and objectives may well determine the success or failure of these programs.

C.4. Careful Use of Position Power

Flotilla leaders are elected, which in itself conveys a message of legitimacy. Good administration requires the leaders consult with, listen to, and seek the advice of flotilla members. After the leader has consulted and reached a decision, it becomes the duty of each member to abide by and give complete support to the decision. FCs are entitled to this support since they bear ultimate responsibility for the decisions they make.

In reaching a decision, however, the FC 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, professionalism, and respect, in contacts with all flotilla members.

C.5. Staying in Tune

Leaders must keep themselves in tune with the expectations, goals, and feelings of flotilla membership. The successful leader uses human relations skills to work effectively and develop a cooperative spirit among members of their management team. Effective communication creates an atmosphere of empowerment and security in which subordinates feel empowered to express themselves without fear of censure or ridicule. Their relationship with the FC encourages them to participate in planning and energizes them in their assigned areas. When considering alternative actions, FCs 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.

D. Responsibility for Success

D.1. Coordination and Responsibility

The flotilla is a complex and diversified organization by virtue of being comprised of many personalities, backgrounds, skills, and aspirations. Combining many individuals, sometimes with divergent ideas and motivations, into an effective team requires insight, patience, and a genuine desire to help others. Flotilla staff are invaluable in blending personalities and leading the many components of the flotilla's programs. However, the final responsibility for flotilla success or failure rests upon the FC.

D.2. Delegation

It is impossible for FCs 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 flotilla level includes the right to make agreements that are understood and expected to be binding upon those involved. Lines of authority should be as definite and direct as possible, in order to prevent conflicting authority or lack of authority.

As elected officers, FCs and VFCs are reminded that AUXMAN section 4.F. provides the authority for them to assign to duty their staff officers and other qualified Auxiliarists. For example, the FC's delegation of flotilla change of watch coordination to a flotilla committee constitutes the committee members' assignment to duty to do so. Further, section 4.G. similarly provides FSOs with the authority to assign qualified Auxiliarists to duties in their responsible program areas.

E. Follow Through

E.1. The Essential Follow-Through

History is littered with good ideas that failed because they weren't monitored to a successful conclusion. The successful 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 progress and promote on-time delivery. Tailor the follow-up to the member's talents and background. Those with less experience might require closer supervision and support.

E.2. The VFC as Executive Officer

It is almost always true that the FC and VFC have different skills, strengths, and weaknesses. They should frankly discuss these, and divide some of their work accordingly. It is important that the FC maintain a focus on broad objectives, and it is appropriate to delegate some follow-through to the VFC. If the VFC can keep projects on schedule, it will allow the FC to concentrate on where they should go.

E.3. General Responsibilities

The general management actions of the FC include those listed below:

- a. **Planning** includes identifying the flotilla's mission objectives and procedures for mission accomplishment. In planning, the FC is expected to:
 - (1) Recognize the need for a structured flotilla program.
 - (2) Recognize problems that need solving.
 - (3) Gather information regarding mission requirements.
 - (4) Gather information on resources available.
 - (5) Get input from flotilla members.
 - (6) Analyze information and data collected.
 - (7) Develop a program to meet flotilla goals.
 - (8) Get membership 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 (e.g., personnel, facilities, supplies, equipment) available for implementation of a planned program.
- 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 flotilla staff and membership understand the purposes of the flotilla program and their roles in reaching program objectives.
- e. **Coordinating** is ensuring that all concerned collaborate to arrange and execute the activities within their functional areas with other staff members and with unit counterparts to achieve objectives of the flotilla program.
- f. **Reporting** is adopting measures to ensure that FSOs and members properly report data for use in tracking progress toward the attainment of flotilla mission objectives.
- g. **Financial management** includes budgetary planning execution, and monitoring of fiscal activities in the flotilla 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.

F. Leadership Styles

F.1. Be Yourself, But...

Each newly elected FC possesses a unique leadership style. But remember that volunteers respond better when they are asked rather than 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 appropriate to adjust your preferred leadership style to accommodate the differences among flotilla membership.

F.2. Leadership Styles

There are three fundamental leadership styles. Each has advantages and disadvantages, and each may be appropriate in certain circumstances and not in others.

- a. 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 minimal 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.
- b. 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.
- c. Leaders who adopt the **democratic** style involve themselves directly as participating players in flotilla activities. 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 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 flotilla activities can cause other members to lose initiative to participate fully.

F.3. 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 prudently depart from the democratic style if another seems most appropriate.

G. Qualities of a Good Leader

G.1. The FC's Purpose

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

G.2. Essential FC Qualities

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

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

- p. Practice honesty and integrity, and above all else constantly embrace, practice, and promote the Coast Guard's Core Values of Honor, Respect, and Devotion to Duty

Appendix A. Example Staff Appointment Letters

A.1. 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) available at: <https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG-61/About-CG-Directives-System/Commandant-Instruction-Manuals/smdpage2823/7/> . There are two enclosures to be sent with each letter; one lists general duties for all FSOs, and the other gives specific duties for each of the 18 authorized FSOs. Review the text of the memo to determine whether amendments are needed for your locality. Sign the memo above the typed name in the “From” line.

A.2. Duties of Offices

The duties of offices have been divided into two parts to emphasize the position of each FSO first as a flotilla staff officer charged with supporting the overall flotilla 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 memo.

A.3. Electronic Copies of Documents

Electronic copies of the appointment memo and duties may be found on the Auxiliary’s national Training Directorate website: <http://wow.uscgaux.info/content.php?unit=t-dept> .



16790
01 Jan YYYY

MEMORANDUM

From: M. L. Allen
Flotilla Commander 21-4

Reply to J. Ewing
Attn of: VFC 21-4

To: Jason N. Argonauts

Subj: APPOINTMENT AS FLOTILLA STAFF OFFICER - MATERIALS

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

1. In accordance with reference (a), I hereby appoint you as Flotilla Staff Officer – Materials (FSO-MA) for the calendar year YYYY.
2. You are charged to develop and administer the flotilla's materials 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. General duties of FSOs 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 Coast Guard, and executive direction from the Flotilla Vice Commander (VFC).
5. I am pleased to have you as a member of our flotilla staff and look forward to a most successful year!

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Encl: (1) General Duties of Flotilla Staff Officers
(2) Duties of FSO-MA

General Duties of Flotilla Staff Officers (FSO)

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

1. As FSO, actively support and promote those portions of the flotilla 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 District Director of Auxiliary (DIRAUX,) district board, and division board. Significant program modifications, except as set forth in reference (a) and other relevant Coast Guard publications, must be cleared by the VFC.
4. Immediate supervisory responsibility for your office is vested in the VFC. Collaborate with the VFC 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 flotilla meetings. Give the VFC prior notice when such attendance is not possible.
8. When possible at your own expense, attend division and district board meetings.
9. Be prepared to assist with any workshops, seminars, and training sessions called, particularly those for the training of elected and appointed officers.
10. Conduct workshops or training programs as may be necessary to ensure that flotilla policy is followed in your program.
11. Take positive steps to ensure that members active in your program 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 division staff. Report flotilla innovations and assist in securing prompt resolution of questions and difficulties reported by flotilla members.
13. Prepare one or more articles for the flotilla publication to pass information of a general nature or of widespread interest to members of the flotilla.
14. Establish goals and objectives for your area of program responsibility and prepare the necessary plans to achieve them. The objectives should be measurable and relate to the objectives established by the flotilla. Maintain periodic review of achievements, compare with the progress made in previous years, and report status at each meeting.

Encl (1)

15. Be alert for any reports on problems with supplies from the Auxiliary National Supply Center (ANSC) that affect your area of program responsibility. Bring these matters to the attention of the VFC.
16. As FSO, you are a direct representative of the FC, and as such, you are authorized to assist members active in your program.
17. Report at each flotilla meeting, in writing, to the VFC 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 VFC, present a brief oral report at flotilla meetings.
18. Copies of all correspondence from you, when appropriate, are to be provided to the FC, VFC, and the applicable division staff officers (SOs) for matters concerning their particular program areas.

Encl (1)

Duties of Flotilla Staff Officer Auxiliary-Sea Scout Youth Development (AUXSCOUT) (FSO-AS)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual and the AUXSCOUT Program Standard Operating Procedures (SOP), are as follows:

1. Complete all requisite AS program training requirements and maintain currency throughout your tenure as FSO-AS.
2. Be alert for AS program participants who have not met requisite AS program training requirements and ensure that they are given an opportunity to meet such in order to remain current.
3. Establish and sustain supportive working relationships with the Auxiliary leaders and program managers involved with the AUXSCOUT program as executed by the division and other participating flotillas.
4. Establish and sustain supportive working relationships with counterpart Sea Scout leaders.
5. Mentor flotilla members to establish and sustain constructive relationships with local Sea Scout leaders and local Boy Scout councils that promote and facilitate a spirit of cooperation, open and candid conversation, and enhancement of the AUXSCOUT program.
6. Investigate any issues that adversely affect the flotilla's AUXSCOUT program and facilitate the resolution of such issues.
7. Prepare and submit timely reports of all meetings with the Sea Scouts to the SO-AS via the VFC and with copies to other FSO-ASs within the division. Prepare informative news briefs to keep the flotilla informed of highlights of its engagement in the AUXSCOUT program.
8. Conduct AUXSCOUT workshops and training seminars for flotilla members as needed.
9. Provide information to the division and other flotillas in the division about BSA conferences and workshops and encourage participation and participate in applicable BSA training events whenever possible.
10. Work closely with the FSO-Information Services (IS) to ensure AS program activity and member status are properly logged, tracked, and monitored.

Encl (2)

Duties of Flotilla Staff Officer Communications (FSO-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 FSO-Member Training (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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 off in the right direction.
5. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's communications facilities. If a concern is detected then talk with the member, request background on the nature of the concern, and offer assistance to resolve it.
6. Manage the fixed-land and land-mobile radio facilities in the flotilla. Maintain the records required by the SO-CM and provide any reports that may be required.
7. Assist other FSOs-CM, as may be required, to inspect fixed-land and land-mobile radio facilities.
8. Work with the area communication coordinators and the SO-CM in planning, organizing, directing, and controlling Auxiliary communications.
9. In cooperation with the FSO-MT and the FSO-Operations (OP), encourage the inclusion of communication items in any required operations workshops. 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 flotilla.
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.

Encl (2)

Duties of Flotilla 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 flotilla. Keep the members informed of all developments in these areas.
2. Maintain close liaison with the SO-CS to implement the CS programs established for nationwide, district-wide, division-wide or flotilla use and to encourage increased activity and maintenance of uniformly high standards.
3. Establish and maintain the flotilla website in accordance with Auxiliary standards, including Coast Guard policies on safeguarding personally identifiable information (PII).
4. Review the flotilla website 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 flotilla.
6. Maintain personal email and Internet access. Be registered in the national e-mail directory and keep your registration information current. Encourage all flotilla members to obtain and use a unique email address, not shared with any other member.
7. Serve as flotilla web watcher. Monitor other Auxiliary sites and the division, district, and national websites for important information. Ensure that such information reaches the appropriate elected and appointed staff officers in a timely fashion.
8. Coordinate and cooperate with the FSO-PB and FSO-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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 off in the right direction.

Encl (2)

Duties of Flotilla 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. Publicize the Strategic Plan for Managing Diversity and work to build member commitment to realize its goals.
2. Assist flotilla leaders in managing diversity by identifying and capitalizing on every member's talents.
3. Prepare regular notices to the flotilla to pass down all information received from the SO-DV. When appropriate, provide copies to flotilla members-and applicable staff officers. Pass along noteworthy events and best practices from other units.
4. Promote and facilitate flotilla qualification for the National Commodore's 3-Star Diversity Award.
5. Collaborate with the FSO-MT to develop and execute a flotilla training program in diversity management. Ensure that required or optional workshops are presented to all members.
6. Model and encourage appropriate behavior and attitudes for all flotilla members.

Encl (2)

Duties of Flotilla Staff Officer Finance (FN)

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

1. Be familiar with the flotilla standing rules, The Auxiliary Financial Controls Standard Operating Procedures (FINCON SOP), and the various other Auxiliary publications that pertain to handling and accounting for Auxiliary finances.
2. Maintain current information regarding dues at each level and the proration schedule, if used, for collecting mid-year dues from new members. Promptly mail out statements as specified in the flotilla's standing rules. You are responsible for the collection of flotilla, division, district, and national dues from the flotilla membership.
3. Ensure prompt payment of division dues and any other financial obligations as authorized by the approved flotilla budget, by the FC as permitted by the standing rules, or by resolution duly approved by the flotilla membership.
4. Provide a complete financial report, including year-to-date budget tracking, for each flotilla meeting. Ensure such reports are available for review by membership as established in the FINCON SOP.
5. Provide data required for the annual financial report to the flotilla membership and District Director of Auxiliary (DIRAUX) office.

Encl (2)

Duties of Flotilla 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 investigation requirements. Understand the abilities and limitations of members whose applications are pending. Become familiar with the Approval Pending (AP), Initially Qualified (IQ), Basically Qualified (BQ), and AUXOP (AX) membership statuses. Coach applicants in the nuances of the enrollment process, and work with them to enhance understanding.
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 look for symptoms of potential drop-out: missed meetings and no activity. Encourage elected leadership to contact these members directly and try to involve them in programs or in advanced training.
4. Ensure that flotilla leadership becomes involved before any disenrollment actions occur, and that retired membership status is offered if appropriate.
5. Collaborate with the FSO-PE to encourage instructors to present the Auxiliary story to each public education class and invite the students to apply for membership.
6. Collaborate with the FSO-PA to encourage presentation of the Auxiliary story in articles and by Auxiliary speakers.
7. Collaborate with the FSO-MT to ensure that new members are guided through the process of basic qualification without delay and are given encouragement for further training.
8. Conduct 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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 off in the right direction.
10. With help from the FSO-IS, review appropriate information from AUXDATA II to track the status of the flotilla's membership recruiting and retention on a quarterly basis. When a weakness is observed, notify the VFC. Request advice on how to address the problem and offer assistance.

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

Encl (2)

Duties of Flotilla 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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 off in the right direction.
2. Generate and/or receive activity reports from flotilla members and check for errors and omissions and enter all member data into AUXDATA II.
3. You are **not** to act as gatekeeper to ascertain the veracity of reports submitted through you. Report any questionable activity report to the FC thru the VFC.
4. Encourage and assist all flotilla members to make full and timely reports of all Auxiliary activities. Establish sign-in sheets for all flotilla workshops, meetings, and training sessions to improve reporting of these activities.
5. Review AUXDATA II summaries on a regular basis to track the input of the flotilla's activities. When a weakness is observed within the flotilla, correspond with the appropriate appointed staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.
6. Be knowledgeable of the contents of AUXDATA II and the procedures for members to follow when submitting AUXDATA II related forms. Collaborate with the FSO-MT and SO-IS to pursue enrollment in either an in-person or remote Information Systems AUXDATA II (AUX-10) C-school as soon as practicable.
7. Provide timely feedback to SO-IS concerning member-caused errors to reduce processing and transaction error recovery time.
8. Coordinate and resolve appropriate flotilla IS and AUXDATA II matters with the District Director of Auxiliary (DIRAUX) office whenever appropriate.
9. Establish a training program so that all members 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 II. Where possible, correct errors. Where correction is not possible, return the input with errors to the SO-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 SO-IS or DIRAUX office, in accordance with district policy.

11. Establish a system so that you are able to provide current reporting of data to the flotilla. This includes preparing reports showing attainment in key areas.
12. If a workshop is required, establish a system so that you are able to provide to the appropriate FSO the names of those members who 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 FSO the names of those members who have not performed the requirements for programmatic currency maintenance.
14. Keep FSOs informed of pertinent data regarding their program areas and assist them in using AUXDATA II to manage their activities.

Encl (2)

Duties of Flotilla 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 flotilla and flotilla leadership and to individual Auxiliary members.
2. Cooperate with the FSO-PE to expand presentation of MS/MEP education topics in Auxiliary public boating safety education courses.
3. In coordination with the SO-MS, work 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 (ASC), through parallel staffing 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 membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
7. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's marine safety program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.
8. Be alert for program members who have not met annual currency maintenance requirements and ensure that they receive many opportunities to meet the requirements before season's end.

Encl (2)

Duties of Flotilla 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 that 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 flotilla, 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 (NSBW) activities by all Auxiliary members in the flotilla.
6. Establish and oversee a program to have a boating safety booth at all home shows and boat shows in the area, whenever practicable. Strive to establish a boating safety booth in major shopping malls during NSBW. Work with and coordinate with neighboring FSOs-PA in this effort.
7. Assist the FSO-PE and FSO-VE with advertising and publicity.
8. Collaborate with the FSO-HR to publicize the Auxiliary and to attract new members.
9. Collaborate with the FSO-PB in obtaining action photos of flotilla activity for publication in the division, district, and national publications, and for entering in any division, district, and national photo contests. Retain a file of photos received for possible future use.
10. Prepare regular notices to flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
11. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's public affairs program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.

Encl (2)

Duties of Flotilla 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 flotilla members have the information on how to order and know how to obtain the latest price list and place an order. Contact each new member to assist in obtaining uniforms and insignia.
2. Maintain an up-to-date inventory and custody list of all flotilla-owned property and Coast Guard property assigned to the flotilla. Coordinate and cooperate with the applicable FSOs in keeping the inventory and custody list correct.
3. Supply property information as needed for annual reports.
4. It is the FSO-MA's responsibility to advise the flotilla membership of any changes or updates to the publications and forms when notification of such changes is received.
5. Prepare regular notices to the flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
6. AS FSO-MA, you are the only flotilla member other than the FC with the authority to contact the Coast Guard's Auxiliary National Supply Center (ANSC) and place materials orders. Responsibly place materials orders from the ANSC as required for the FC, VFC, FSOs, and flotilla members.

Encl (2)

Duties of Flotilla 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 FC, VFC, and other FSOs to prepare a flotilla training plan for approval by the FC. Assist in preparing and presenting workshops and member training for each program where flotilla needs and member interest warrant.
2. Assist the FSO-OP, FSO-CM, and FSO-MS in preparing and presenting operational exercises and training.
3. Collaborate with the FSO-CM, FSO-NS, FSO-OP, FSO-PE, FSO-PV, and FSO-VE to ensure that all required and optional workshops are presented early enough in the year to meet program goals and fulfill currency maintenance requirements including avoidance of being placed in Required Workshop Not Met (REWK) status.
4. Assist the FSO-HR and FSO-PE in ensuring that new members are trained in the basics of Auxiliary membership and advanced as soon as possible to Basically Qualified (BQ) membership status.
5. Arrange appropriate member training at each flotilla meeting.
6. Serve as custodian of all member training equipment owned by or issued to the flotilla and keep the FSO-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 flotilla members informed of changes in availability and procedures.
8. Prepare regular notices to flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
9. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's member training program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems. Maintain a current log of members' progress toward completion of required training, and assist the FC, VFC, and FSO-MT in promoting and tracking the training.

Encl (2)

Duties of Flotilla 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 (ATON) and Chart Updating Manual.
2. Prepare regular notices to flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
3. Collaborate with the FSO-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 FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's navigation systems program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.
5. Keep any automated chart distribution records current. Annually advise the SO-NS of any changes needed. Distribute all nautical charts delivered to the flotilla under the automatic system.
6. Request, assign and follow-up on special aid investigation projects and help members complete and submit special aid 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 members and review them immediately for readability, accuracy, and any errors of omission. Correct any obvious errors and forward the reports as prescribed in the ATON and Chart Updating Manual.
9. 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.
10. In cooperation with the FSO-MT and the FSO-OP, encourage the inclusion of ATON information in any required operations workshop. Coordinate development of training programs to establish member proficiency in chart updating activities.
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.

Encl (2)

Duties of Flotilla Staff Officer Operations (OP)

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

1. Collaborate with the FSO-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 FSO-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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
5. Take an active role in matching available facilities, coxswains, and crew. Coordinate with neighboring flotillas to ensure greatest possible use of willing crew and available facilities. Help boat crew program candidates progress as efficiently as possible toward completion of their qualifications.
6. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's operations program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.
7. 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.

Encl (2)

Duties of Flotilla Staff Officer Public Education (PE)

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

1. Effectively assist the members developing and maintaining an effective public education program throughout the flotilla. Assist other flotillas in coordinating their course offerings to offer a comprehensive mix while maintaining a customer focus.
2. Assist members in identifying suitable locations for classes and promoting them to the public.
3. Collaborate with the FSO-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. Collaborate with the FSO-HR to encourage the presentation of information on the Auxiliary and Auxiliary membership to the students of each public education course.
6. Collaborate with the FSO-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. Collaborate with the FSO-VE to promote and publicize Auxiliary public education courses at vessel examination stations.
8. Serve as the custodian of flotilla equipment and material used for public education.
9. Prepare regular notices to flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
10. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's public education program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving 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.

Encl (2)

Duties of Flotilla 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 flotilla publication. Solicit and edit articles from all elected and appointed staff officers, 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 publications comply with established District Director of Auxiliary (DIRAUX) review and approval procedures.
3. Ensure that all mailings made at government expense conform to the requirements contained in AUXMAN.
4. See that all flotilla distribution lists include all flotilla commanders and publications officers in the division; the VFC, FC, and IPFC; the DCO, and DIRAUX; and other individuals as prescribed by district policy.
5. Make the publication an important and effective instrument to advance the flotilla'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 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 publications for entry in any district publication contest.
9. Collaborate with the FSO-PA in obtaining action photos of flotilla activity for publication in the flotilla, 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 Coast Guard policy.
10. Prepare regular notices to the flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.

Encl (2)

Duties of Flotilla 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 SO-PV, with a copy to the VFC.
2. Collaborate with the FSO-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 RBS-PV program to ensure integrity and quality of customer service.
4. Prepare regular notices to flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
5. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's RBS visitation program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving 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 a program visitor contacts them.

Encl (2)

Duties of Flotilla 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 flotilla standing rules and other records as may be required to ensure the correctness and continuity of administration.
2. Prepare and send notices of all flotilla meetings.
3. Prepare detailed minutes of all flotilla meetings and transmit copies of the minutes to every member for review at least two weeks prior to each meeting. Transmit copies of the minutes to the District Director of Auxiliary (DIRAUX) in accordance with district policy. Maintain a permanent file of all approved minutes.
4. Call the roll at each meeting and otherwise assist the FC as requested.

Encl (2)

Duties of Flotilla 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 SO-VE, with a copy to the VFC.
2. Collaborate with the FSO-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 flotilla membership to keep everyone abreast of new developments in your program area. The frequency of such notices will be as needed to pass down all information received. 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 in the right direction.
6. With help from the FSO-IS, review appropriate AUXDATA II information at least quarterly to track the status of the flotilla's vessel examination program. When concerns arise, talk with respective members. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the FC or VFC to use in resolving perceived problems.
7. 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.

Encl (2)

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Appendix B. Sample Flotilla Commander Report

[Date]

From: Flotilla Commander, Flotilla _____

To: Flotilla _____

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 flotilla.)
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 membership prepared by FC or FSOs distributed to members. (If not of general interest, omit.)
6. Situations requiring assistance of the FC, VFC, or flotilla staff.
7. Flotilla members or staff to be commended by the FC for specific tasks or actions. (Give names and include a brief description of task or action performed.)

(Signature)

(Printed Name)

Copy: VFC, FSO-SR

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 flotilla. Unit and personnel problems should never be presented in a public report but be taken up initially and privately with the VFC and appropriate staff officers.

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Appendix C. Sample Flotilla Staff Officer Report

[Date]

From: FSO-_____, Flotilla _____

To: Flotilla Vice Commander, Flotilla _____

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 flotilla.)
2. Activities, projects, events, etc. completed or scheduled for the immediate future.
3. Training conducted for flotilla staff and flotilla 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 FC if of interest.)
6. Actions recommended for the FC with respect to unit problems.
7. Names of flotilla officers or other members to be recognized by the FC for exemplary performance.

(Signature)

(Printed Name)

Copy: FSO-SR

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 flotilla. Unit and personnel problems should never be presented in a public report but be taken up initially and privately with the VFC.

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Appendix D. Sample Flotilla Introduction List

When the FC, VFC, or SO-SR stumble over names, or leave someone out when calling for flotilla or staff reports, it may make many uncomfortable. Even worse is to omit a distinguished visitor or forget to introduce visitors altogether. An easy way to avoid such oversights 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 benefit from this tip; in many cases, that's why they appear smooth. Another useful tip is to ask each member, prior to the meeting, to introduce their guests when the meeting begins.

MEETING INTRODUCTION LIST

DIRAUX or representative: _____

DCO, DCDR or representative: _____

Flotilla Elected and Appointed Staff Officers

_____, FC
_____, VFC
_____, IPFC
_____, FSO-AS (if appropriate)
_____, FSO-CM
_____, FSO-CS
_____, FSO-DV
_____, FSO-FN
_____, FSO-HR
_____, FSO-IS
_____, FSO-MS
_____, FSO-MA
_____, FSO-MT
_____, FSO-NS
_____, FSO-OP
_____, FSO-PA
_____, FSO-PB
_____, FSO-PV
_____, FSO-PE
_____, FSO-SR
_____, FSO-VE

Visitors: _____

Other division, district, national officers: _____

Appendix E. Sample Flotilla Annual Budget

FLOTILLA _____ BUDGET FOR THE YEAR _____

INCOME (Cash Receipts):

Member dues (30 x \$30.00)	900.00
Pro rata dues (5 x \$ 10.00)	50.00
Sale of materials	100.00
Conferences/meetings	400.00
PE course fees	500.00
Miscellaneous	100.00
TOTAL INCOME	<u>\$2,050.00</u>

EXPENDITURES (Cash Disbursements):

District dues (30 x \$20.00)	600.00
District pro rata dues (5 x \$ 6.00)	30.00
Cost of materials	60.00
Gift and flower fund	70.00
Awards program expenses	50.00
Conferences/meetings	360.00
PE course expenses	350.00
Boat show expense	50.00
Training materials and supplies	50.00
Coast Guard Mutual Assistance contribution	50.00
FC contingency allowance	100.00
Anticipated surplus	280.00
TOTAL EXPENDITURES	<u>\$2,050.00</u>

Note that income and expenditures are equal. Income, particularly dues income, is fairly inelastic. This sample is comprised of line items that are more detailed than those readily listed in the Financial Report of an Auxiliary Unit form (ANSC-7025).

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Appendix F. Sample Flotilla Financial Report

FLOTILLA _____

PERIOD ENDING _____, 20 ____

INCOME:	This Period	Year to Date	\$ Budget	Variance
Member dues	\$ 0.00	\$ 870.00	900.00	\$ (30.00)
Pro rata dues	15.00	25.00	50.00	(25.00)
Sale of materials	32.58	80.63	100.00	(19.37)
Conferences/meetings	0.00	430.00	400.00	(30.00)
PE course fees	250.00	500.00	500.00	0.00
Miscellaneous	<u>50.25</u>	<u>242.66</u>	<u>100.00</u>	<u>142.66</u>
TOTAL INCOME	\$ 347.83	\$ 2,148.29	\$2,050.00	\$ 98.29

EXPENDITURES:

Division dues	0.00	580.00	600.00	(20.00)
Division pro rata dues	10.00	20.00	30.00	(10.00)
Cost of materials	22.38	50.56	60.00	(9.44)
Gift and flower fund	20.00	50.00	70.00	(20.00)
Awards program expenses	0.00	50.00	50.00	0.00
Conferences/meetings	0.00	382.00	360.00	22.00
PE course expenses	15.26	338.23	350.00	(11.77)
Boat show expense	0.00	35.00	50.00	(15.00)
Training materials	24.30	41.38	50.00	(8.62)
CG Mutual Assistance	0.00	50.00	50.00	0.00
FC contingency	48.21	66.25	100.00	(33.75)
Anticipated surplus	<u>0.00</u>	<u>0.00</u>	<u>280.00</u>	<u>(280.00)</u>
TOTAL EXPENDITURES	\$ 140.15	\$ 1,663.42	\$2,050.00	(386.58)

Beginning checking account balance	\$ 2,321.04
Income deposited	347.83
Expenses paid	<u>(140.15)</u>
Ending balance	\$ 2,528.72
Savings balance	<u>4,321.87</u>
Total	\$ 6,850.59

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Appendix G. Sample Flotilla Awards Program

APPENDIX _____ TO FLOTILLA _____ STANDING RULES

FLOTILLA ANNUAL AWARDS PROGRAM

A. ORGANIZATION.

1. An awards program is established for the flotilla to enhance member morale through the recognition and reward of members on an annual basis for their performances and achievements.
2. An Awards Committee shall be appointed by the newly elected FC in January each year to serve for the calendar year. This committee shall consist of the IPFC, the VFC, the FSO-IS, and one or more other members of the flotilla. The IPFC shall chair the committee. The FC shall be an ex-officio member of this committee.
3. The cost of flotilla award plaques, certificates, trophies, etc. shall be approved by the flotilla and paid from flotilla 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 II report and/or flotilla 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. INDIVIDUAL AWARDS.

OUTSTANDING MEMBER AWARD

The greatest total point accumulation in any of two (2) areas on the RBS Visitation Report (form ANSC-7046 for PVs), Recreational Vessel Examination Activity Report (for ANSC-7038 for VSCs), and Mission Activities Report (form ANSC-7030), 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, and 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 from the following categories: 01A, 02, 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 II.

- Seven (7) points for achieving AUXOP (AX) membership status.
- One (1) point for submitting an article to a flotilla, division, or district publication.
- Three (3) points for completion of the Administrative Procedures Course (APC).
- Four (4) points for qualification as Vessel Examiner (VE).
- Six (6) points for qualification as Instructor (IT).
- Four (4) points for qualification as Program Visitor (PV).
- Four (4) points for passing of the NavRules exam.
- Six (6) points for qualification as Boat Crewmember.
- Seven (7) points for qualification as Coxswain.
- Seven (7) points for attainment of the Trident Device.
- Four (4) points for qualification as Air Crewman.
- Two (2) points for all re-qualifications.
- One (1) point for all courses passed as listed in AUXDATA II.
- Six (6) points for qualification as a Personal Watercraft Operator (PWO).

OUTSTANDING NEW MEMBER AWARD

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

- Seven (7) points for achieving AUXOP (AX) membership status.
- One (1) point for submitting an article to a flotilla, division, or district publication.
- Three (3) points completion of the Administrative Procedures Course (APC).
- Four (4) points for qualification as Vessel Examiner (VE).
- Six (6) points for qualification as Instructor (IT).
- Four (4) points for qualification as Program Visitor (PV).
- Four (4) points for passing of the NavRules exam.
- Six (6) points for qualification as Boat Crewmember.
- Seven (7) points for qualification as Coxswain.
- Seven (7) points for attainment of the Trident Device.
- Four (4) points for qualification as Air Crewman.
- Two (2) points for all re-qualifications.
- One (1) point for all courses passed as listed in AUXDATA II.
- Six (6) points for qualification as a Personal Watercraft Operator (PWO).

The above listed awards are only examples - *they are not official Auxiliary awards.*

Most flotilla awards criteria rely heavily on data available from AUXDATA II as extracted by the FSO-IS, so it is only natural to make the FSO-IS a member of the awards committee.

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 (e.g., “Apple Award” for instructors, “Traveler Award” for RBS program visits, etc.). Plaques are also available for relatively low cost and should be used to honor one or more runners-up for each award.

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Appendix H. Rules of Order

Introduction

Any business meeting of the 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

A.1. Auxiliary Manual and Standing Rules

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

A.2. The Presiding Officer

The presiding officer of a flotilla meeting is the FC, but the VFC must be prepared to take the chair in the absence of the FC or when requested to do so by the FC. 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 VFC or another officer should be asked to act as presiding officer temporarily so that the impartiality of the chair is preserved.

A.3. 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 wherein 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.

A.4. Parliamentarian

The FC may wish to appoint a member who is proficient in Robert's Rules of Order to serve as parliamentarian. However, if the flotilla meetings routinely require the FC to handle the more arcane portions

of the rules, it may signal a need to privately coach one or more members in the rudiments of working and playing well with others.

A.5. General Guidance

The FC 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

- B.1. Quorum** A quorum as required by the standing rules must be present at a meeting before business can be transacted. For flotilla meetings the percentage of members needed for a quorum is found in the standing rules.
- B.2. 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.
- B.3. Adjournment for Lack of Quorum** A quorum must be present to conduct business, and the FC, VFC, or IPFC 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.
- B.4. 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.
- B.5. 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 flotilla with 13 members voting, a majority is seven and a two-thirds majority is nine.
- B.6. Preliminaries** Most flotillas have, at the beginning of the meeting, certain preliminary formalities. These often include:
- a. Pledge of Allegiance, Invocation, introduction of bridge, members, and guests.
 - b. FC and VFC reports.
 - c. Approval of agenda (may be by unanimous consent after offering the opportunity for any additions or amendments).
 - d. Approval of minutes (likewise may be by unanimous consent).

C. Conduct of Business

C.1. 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.

C.2. 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 should get 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 will ask, "Is there a second to this motion?" and give the floor to the first member indicating a wish to do so. This member should state, "I second the motion." If no one is willing to second the motion, the presiding officer will declare that, "The motion fails for want of a second," and proceed with the next order of business. If the motion is seconded, it enters the discussion stage.

C.3. Discussion

After a motion has been made and seconded, the presiding officer should state, "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.

C.4. Voting

There are two ways to bring 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 state, "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 should 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 selected tellers 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.

C.5. 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.

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 state, "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 state, "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 members. 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.

C.6. 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 AUXMAN 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 state, “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 states, “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 AUXMAN, 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 state, “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. **Flotilla 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 Flotilla of the Question. If the subjects in the motion are clearly unrelated, no second is required for a motion for Flotilla of a Question. The motion is not debatable. It can be amended, but not reconsidered.

C.7. 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 flotilla 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

D.1. 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 member may, when recognized by the presiding officer, nominate a candidate. No second is needed for nominations. No one may nominate themselves. The 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?

D.2. Presiding Officer Closing Nominations

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

D.3. 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

E.1. Purpose

A Summary of Motions table is provided below. 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 Appendix H section C.6.f), and whether the speaker or proceedings may be interrupted to present the motion. It is recommended that this table be copied and carried to the meetings for a quick reference to parliamentary procedures.

E.2. Limitations

This section and its associated table 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 FC 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 flotilla'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 body.

(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.

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 Elected and Appointed 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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Appendix K. Acronyms

ACRONYM	DEFINITION
ACS	Auxiliary Chaplain Support Program
ADM	Admiral (4-star, USCG / USN / USPHS)
ALAC	Auxiliary Logical Access Credential
AMLOC	Auxiliary Mid-Level Officer Course
ANSC	Auxiliary National Supply Center
AOPM	Auxiliary Operations Policy Manual (COMDTINST M16798.3 (series))
AP	Approval Pending Member Status
APC	Administrative Procedures Course
ASC	Auxiliary Sector Coordinator
ATON	Aids to Navigation
AUC	Auxiliary Unit Coordinator
AUP	Auxiliary University Program
AUXCA	Auxiliary Culinary Assistance Program
AUXCT	Auxiliary Core Training
AUXCYBER	Auxiliary Cyber Support Program
AUXDATA II	Auxiliary Database
AUXHS	Auxiliary Health Services Program
AUXLAM	Auxiliary Leadership and Management Course
AUXMAN	Auxiliary Manual (COMDTINST M16790.1 (series))
AUX-MEES	Auxiliary Marine Environmental Education Specialist
AUXOP	Operational Auxiliarist
AUXOY	Auxiliarist of the Year
AUXSCOUT	Auxiliary-Sea Scout Youth Development Program
AX	Operational Auxiliarist (AUXOP) Member tatus
BSA	Boy Scouts of America
BLA	Boating Law Administrator

ACRONYM	DEFINITION
BQ	Basically Qualified Member Status
BQII	Basic Qualification Course
BSX	Office of Boating Safety
CAPT	Captain (USCG / USN / USPHS)
CHDIRAUX	Chief Director of Auxiliary (CG-BSX)
COLM	Chain of Leadership and Management
COMDTINST	Commandant Instruction or Manual
CPO	Chief Petty Officer (USCG, USN)
CM	Communications
COMDTINST	Commandant Instruction
COVID	Corona Virus Disease
COW	Change of Watch
CS	Communications Services
CWO	Chief Warrant Officer
DCAPT	District Captain
DCDR	Division Commander
DCO	District Commodore
DCOS	District Chief of Staff
DIR	Directorate (national staff)
DIR-A	Director of Public Affairs (national staff)
DIR-S	Director of Student Programs (national staff)
DIR-U	Director of User Support and Services (national staff)
DIR-V	Director of Vessel Examinations (national staff)
DIRAUX	District Director of Auxiliary (dpa)
DHS	Department of Homeland Security
DSO	District Staff Officer
D-TRAIN	District Training Conference
DV	Diversity Program
EEO	Equal Employment Opportunity/Equal Opportunity
ENS	Ensign (USCG, USN, USPHS)

ACRONYM	DEFINITION
FC	Flotilla Commander
FINCON	Financial Controls
FLC	Flotilla Leadership Course
FN	Finance Program
FOIA	Freedom of Information Act
FSO	Flotilla Staff Officer
HR	Human Resources Program
ICC	Intelligence Coordination Center
IDP	Individual Development Plan
IPFC	Immediate Past Flotilla Commander
IPDCO	Immediate Past District Commodore
IQ	Initially Qualified Member Status
IS	Information Services Program
IT	Instructor
LCDR	Lieutenant Commander (USCG, USN, USPHS)
LMG	Leadership Management Guide (AUP program)
LP	Legal / Parliamentary Program
LT	Lieutenant (USCG, USN, USPHS)
LTJG	Lieutenant Junior Grade (USCG, USN, USPHS)
MA	Materials Program
MCPO	Master Chief Petty Officer (USCG, USN)
MOA	Memorandum of Agreement
MS	Marine Safety Program
MT	Member Training Program
NACO	National Commodore
NACON	National Conference
NEXCOM	National Executive Committee
NOAA	National Oceanographic and Atmospheric Administration
NS	Navigation Systems Program
NSBW	National Safe Boating Week

ACRONYM	DEFINITION
NTRAIN	National Training Conference
OIA	Order Issuing Authority
OOD	Officer of the Deck/Day
OP	Operations Program
OS	Operational Support
OTO	Operations Training Officer
PA	Public Affairs Program
PB	Publications Program
PE	Public Education Program
PII	Personally Identifiable Information
PO	Petty Officer (USCG, USN)
PSI	Personnel Security Investigation
PV	Recreational Boating Safety Visitation Program
PWO	Personal Watercraft Operator
RADM	Rear Admiral, Upper-Half (2-star, USCG / USN / USPHS)
RBS	Recreational Boating Safety
RDML	Rear Admiral, Lower-Half (1-star, USCG / USN / USPHS)
REWK	Required Workshop Not Met
SAPRR	Sexual Assault Prevention Response Recovery
SCPO	Senior Chief Petty Officer (USCG, USN)
SLO	State Liaison Officer
SMART	Specific, Measurable, Action-Oriented, Reasonable, Time-Based
SN	Seaman (USCG, USN)
SO	Division Staff Officer
SO-OP	Division Staff Officer for Operations
SOP	Standard Operating Procedures
SR	Secretary/Records Program
SAT	BSA Safety Afloat Training (SAT)
SSALT	BSA Sea Scout Adult Leader Training (SSALT)
SSDT	BSA Safe Swim Defense Training (SSDT)

ACRONYM	DEFINITION
SSS	Sea Scout Ship
STEM	Science, Technology, Engineering, and Mathematics
S-TRAIN	Sector Training Conference
USCG	United States Coast Guard
USN	United States Navy
USPHS	U.S. Public Health Service
VADM	Vice Admiral (3-star)
VCDR	Vice Division Commander
VE	Vessel Examiner or Vessel Examination
VFC	Flotilla Vice Commander
VSC	Vessel Safety Check
WOW	Without Webmasters
YOA	Years of Age
YPT	BSA Youth Protection Training