



AUXILIARY FLOTILLA PROCEDURES GUIDE



March 2017 – FOR TRAINING PURPOSES ONLY

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Foreword

From the National Commodore

For newly elected and appointed officers at the flotilla level, the duties and responsibilities of office can be confusing and frustrating. There are new responsibilities to master, new people to know and encourage, new geography to learn. There are new opportunities to serve the Auxiliary and advance its purposes.

This publication is intended to provide guidance to flotilla officers and make their transition to office easier and more effective. Officers should use this guide for answering the administrative and leadership questions related to management at the flotilla level of Auxiliary organization. The contents should help with the “What do I do?” and “How do I do it?” questions confronting the new flotilla officer.

This is *not* a policy reference; policy is set by the Auxiliary Manual and related Coast Guard publications. Rather, it is more a job aid, the collected experience of many Auxiliary leaders, and is intended to help you be effective and successful. Its size may seem overpowering, but remember that's because it's intended to be big enough to serve as handy guidance for most occasions.

Newly-elected flotilla officers normally develop their own leadership styles. They should remember, though, that they haven't inherited outright ownership of the flotilla. Rather, they are stewards, entrusted by their fellow members with the responsibility of leadership for a brief time, two years at most. People join the Auxiliary because they are eager to serve, and don't need to be driven to their tasks. They flourish and succeed when their leaders work to identify and remove the obstacles in their paths, and when they are given assignments well aligned with their own talents and preferences. The Auxiliary never prospers when its leaders try to pound square pegs into round holes.

I hope that this guide will assist flotilla officers in the smooth, efficient, and effective administration of their duties. By helping with the myriad procedural details, it will free the flotilla leadership to effectively anticipate and meet the challenges facing tomorrow's Auxiliary.

Here's wishing you all the best as you carry out your duties and responsibilities in support of the Auxiliary, the Coast Guard, and the Nation. Your continued support and dedication are greatly appreciated and indispensable. Semper Paratus!

Rick Washburn
National Commodore
U.S. Coast Guard Auxiliary

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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 This chapter contains the following sections:

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C	Duties of the Flotilla Commander	1-10
D	Duties of the Flotilla Vice Commander	1-14
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A. The Flotilla

Description of Flotilla

The flotilla is the basic organizational level, and the heart and soul of the Auxiliary. It usually includes ten or more members, and 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.

Purpose of Flotilla

As the unit responsible for delivering almost all services to both our customers and our 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, will be directly proportional to the quality of the flotillas and their leadership.

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 the flotillas and the work they do. National provides liaison to the most senior levels of Coast Guard leadership, and coaches and mentors district leadership. But mainly what the national organization does is create policy, doctrine, and guidance and training materials for the members doing the work in flotillas. Districts provide the member's principal link to the Coast Guard, through the Director of Auxiliary (hereafter DIRAUX). DIRAUX writes orders, maintains records, markets our services to active-duty commands, and spends CG money on equipment and training conferences for the benefit of the members and their flotillas. Divisions fill the tremendous span-of-control gap between flotillas and the of Auxiliary (exercises, change of watch dinner, awards dinner) and arrange mutual aid among flotillas.

The First Mission of the Auxiliary

The first and primary mission of the Auxiliary 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 internal Auxiliary support and assist the Coast Guard in several human resources and support missions as follows:

- a. Finance Staff (FN)
- b. Information Services (IS)

- c. Communications Services (CS)
- d. Materials (MA)
- e. Human Resources (HR)
- f. Member Training (MT)
- h. Public Affairs (PA)
- i. Publications (PB)
- j. Secretary/Records (SR)

Related to the recruitment of Auxiliarists is the acquisition of offers-for-use of surface, air, and radio facilities. These facilities are used by the Auxiliary and its members to accomplish assigned Coast Guard missions. The flotilla is indispensable for establishing and maintaining the organization to carry out the Auxiliary's other missions.

**Member Service
and Development**

From the preceding paragraphs, it is clear that the Auxiliary can do none of its other 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 the sometimes-lengthy initial qualification (IQ) period 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 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 the Auxiliary's programs. Include 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 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 Coast Guard meritorious awards.
- k. Remember to have fun. Include fellowship opportunities in every activity, and include non-Auxiliarist family members when appropriate.

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. Some flotilla customers may 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 priority service 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 the galley, 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 appointed by the district commodore (DCO), the service is usually delivered by flotillas throughout the district. Common activities include teaching state-sponsored public education classes, patrolling sole-state waters, and establishing vessel safety check stations in state parks.
 - c. Many 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.
 - d. The program chair of any non-profit organization, yacht club, fraternal or service club, or other group is usually on the lookout for guest speakers, and enterprising flotillas can help fill that need while advancing the RBS mission.

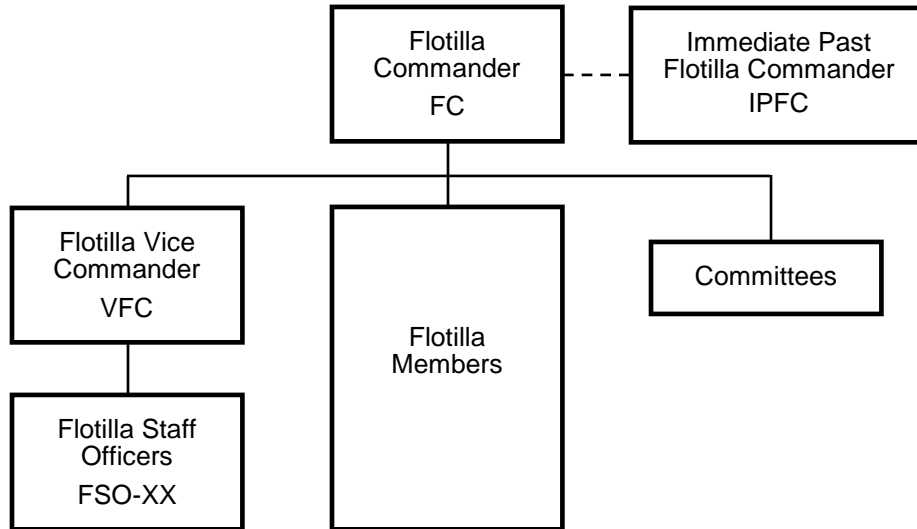
Like any other organization, the flotilla must practice good customer service. Under-promise, over-deliver, and keep every commitment. Most members will have heard these phrases more than once, and may dismiss them as mere platitudes. Ironically, the same Auxiliarist who was infuriated when the cable guy was late for a service call can cheerfully blow off a commitment to crew a mission at the lake without even a phone

call, accepting a last-minute golf invitation instead. “Hey, it’s a volunteer organization,” is the jaunty dismissal if anyone complains. The volunteer part was agreeing to the mission; once the deal is made, it’s a solemn obligation, and can 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.

Structure

As indicated in the typical flotilla organization, Figure 1 on the following page, 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 and advising on matters pertaining to staff functions. Actual relationships are more complex than the simple diagram. Flotilla members elect the FC and VFC, for example, and should view themselves as working for the members, not the other way around.

Figure 1: Typical Flotilla Organization



B. Flotilla Elected Officers

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 reelected 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 elected to office by the flotilla members for a regular term of one year, with no limitation on the number of terms authorized.
Authority of FC	The FC is elected by the flotilla, and 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 use personal prestige to influence members to work together as a team.
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.
Eligibility for Election	<p>Eligibility requirements are the same for both the FC and VFC, and are set forth in Appendix C of the Auxiliary Manual, COMDTINST M16790.1 (series), hereafter referred to as the “Auxiliary Manual” or simply, “the Manual.”</p> <ol style="list-style-type: none">a. Must, by the date of nomination, have a Favorable OS PSI determination recorded in AUXDATA.b. Must, by the date of election, have completed one year as a member of the Auxiliary.c. Must, by date of nomination, complete one of the qualifying courses or examinations listed in the Manual.d. Must, by the date of nomination, successfully complete IS 100 and IS 700 courses.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 paragraphs B.2 thru B.10 of Chapter 8 of the Auxiliary Manual.
 - 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 section B of Chapter 2 and as reported on Activity Report forms, not including Member Activity forms (ANSC-7029), for the previous year.

The DIRAUX may grant waivers, with the concurrence of the Division Commander (DCDR), of eligibility requirements for FC. The DIRAUX may grant waivers, with the concurrence of the DCDR or FC, of eligibility requirements for VFC. Waivers are normally required to be in writing.

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.

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.

Flotilla Elections

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. 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. Only in unusual circumstances, and when approved by the DIRAUX, may a regular election be held in either of these ways.

C. Duties of the Flotilla Commander

General Every Auxiliary leader has a duty to be thoroughly familiar with all assigned responsibilities; this especially applies to the senior unit elected officer, the FC. Each leader must maintain close liaison with other officers in the flotilla. Additionally, each must ensure Auxiliarists are trained and qualified in their assigned duties in the unit. Each should strive to inspire cooperation and encourage fellowship among Auxiliarists. Incumbents should use the experience and expertise of the immediate past leaders.

Specific Responsibilities The FC is responsible for every aspect of the flotilla and its activities. The leader must respond to changing policies, needs, and opportunities, and can never expect any list to be all-inclusive. Some specific duties include:

- 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. Live the Coast Guard core values of Honor, Respect, and Devotion to Duty, and expect everyone in the flotilla to do likewise. Take corrective action when needed, without being a martinet. Protect the rights of any member who is subject of any investigation in accordance with the Auxiliary Manual.
- 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 meritorious 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 the Auxiliary Unit Coordinator (AUC). Pay courtesy visits to Coast Guard unit commanders or officers in charge.
- 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 previously coordinated 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) Communications (CM)
 - 2) Communications Services (CS)
 - 3) Diversity (DV)
 - 4) Finance (FN)
 - 5) Human Resources (HR)
 - 6) Information Services (IS)
 - 7) Recreational Boating Safety Visitation Program (PV)
 - 8) Marine Safety and Environmental Protection (MS)

9) Marketing and Public Affairs (PA)

10) Materials (MA)

11) Member Training (MT)

12) Navigation Systems (NS)

13) Operations (OP)

14) Public Education (PE)

15) Publications (PB)

16) Secretary/Records (SR)

17) Vessel Examination (VE)

- 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.
- n. Promptly submit required reports and correspondence, and promptly endorse and forward “thru” correspondence.
- o. Approve payment of routine financial obligations as set forth in a budget approved by the flotilla membership, and emergency expenditures up to the limit set by the flotilla standing rules. Report emergency expenditures to the flotilla membership in accordance with the standing rules.
- p. 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.
- q. Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between members
- r. Arrange for an annual audit of flotilla financial records and funds and for the preparation of annual required financial reports.
- s. Upon expiration of term of office, or when so directed by proper authority, conduct a physical inventory of flotilla property and records, conduct an audit of flotilla funds and transfer all property,

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

Preparing for Succession

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

- 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.
- 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.
- c. See that every member interested in leadership attend the Auxiliary Leadership and Management School (AUXLAMs). The FCs should also consider attending the Auxiliary Mid-Level Officers Course (AMLOC). These courses are designed to build key leadership competencies for the aspiring leader.
- d. Don't anoint a successor; it's like putting a target on their back. Besides, unpredictable things happen, and people change jobs, move away, fall ill, or leave the Auxiliary. It's best to develop as much talent in as many individuals as possible.

D. Duties of the Flotilla Vice Commander

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.

Specific Responsibilities

The VFC's specific duties include:

- a. Serve as the flotilla's Chief of Staff. Supervise flotilla staff officer activities. Each flotilla staff officer reports to the VFC.
- b. Review and act on reports submitted by unit 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 the flotilla and division publications, and electronic and written correspondence. Take personal initiative in submitting nominations for Coast Guard Auxiliary meritorious 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.

**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 Auxiliary chain of leadership and management.

E. Duties of Flotilla Members

The Member	Members come in all sizes, shapes, ages, physical conditions, backgrounds, skills, and personalities. Some own boats, airplanes, and radios, while others don't even own an air mattress. Some are comfortably retired, with plenty of time and resources to devote to the Auxiliary, while others work two jobs, struggle to make ends meet, and are hard pressed to find a couple hours a month to contribute. For some, the Auxiliary is their only avocation, while others place it far down the list. Members come from every race and a surprising variety of religions and national origins. For all of our diverse backgrounds and outlooks, we have come together to support the United States Coast Guard Auxiliary and its purposes, and aspire to exemplify the core values of Honor, Respect, and Devotion to Duty.
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. 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.
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 comply with Auxiliary policies and procedures and accept responsibility for personal performance and the performance of the work group.
Self-Awareness and Learning	Most new members are bewildered 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 undertakes a plan to achieve technical and tactical expertise and ensure personal satisfaction. Based on that personal long-range plan, the 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 individual.

Electing Officers

One of the 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 our members, manage the details of the process, and make the journey fun and satisfying?

Few people come to the Auxiliary as ready-made FCs, able to step confidently into the breach and lead boldly into the sunset as the music swells and the credits roll. There is training in Auxiliary leadership (AUXLAMs) and flotilla-specific leadership (Flotilla Leadership Course). Members should remember that some people are impervious to training, and vote for someone with the right aptitudes and tendencies already in place.

Leading From the Audience

Every flotilla member owes a duty of support to those who have offered their time and talents and been duly elected to flotilla office. They should always give the benefit of the doubt, remembering that doubt is the occasional companion of every elected officer. 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.

Being a Good Shipmate

Sometimes it rains. A weak shipmate whines at the discomfort; a good one manages a smile, brews some hot chocolate, and passes it around. Regardless of the occasion, lend a hand to make the burden lighter; no one needs to say, "I told you so."

F. The Flotilla Staff

General To implement Auxiliary programs, the FC may appoint a staff consisting of up to 17 officers to assist in the discharge of administrative and supervisory duties.

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:

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

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.
Prohibited Appointments	Under a new policy adopted by the National Board at the National Conference in August 2014 and approved by the Chief Director, neither the FC nor VFC may be appointed as FSO-MA or FSO-FN.
New Members in Staff Positions	New Auxiliarists 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 staff officers should spend time with and encourage new Auxiliarists to promote their involvement in staff officer and program management duties. Occasionally, a new member possesses compelling qualifications that merit consideration sooner. The DCDR may waive the one-year requirement for an Initially Qualified member, or seek a waiver from the DIRAUX for a member in AP status to serve as a staff officer in accordance with the Auxiliary Manual.
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 feel it appropriate. 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.
Staff Duties	Staff members perform essential administrative functions (FN, IS, MA, SR) or lead and promote important Auxiliary programs under the policies established by the Coast Guard and by senior Auxiliary leadership. Some general duties of every staff officer include: <ul style="list-style-type: none">a. Immediate supervisory responsibility for flotilla staff officers is vested in the VFC. Cooperate with the VFC in every way to ensure that your program is effectively administered.b. Support the flotilla and its programs by attending meetings and other activities. Fulfill specific program responsibilities and 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 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, and refrain from reading statistics.
- 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 by the Division Planning Group. Maintain periodic review of achievements, compare with the progress made in previous years and report status to the flotilla at each meeting.
- f. Conduct whatever workshops or training programs may be necessary to ensure that Coast Guard policy is followed in your program. 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.
- g. Initiate and maintain contact with your counterpart on the division staff.
- h. Take positive steps to ensure members active in your program area are well trained. Offer coaching and assistance whenever appropriate.
- i. As a flotilla staff officer, you are a direct representative of the FC, and as such, you are authorized to take the initiative in promoting your activity. Keep the VFC fully informed of your intentions, efforts, and results.
- j. Be alert for any reports on problems with supplies from the National Supply Center that affect your area of responsibility. Bring these matters to the attention of the VFC.

- k. 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.
- l. Copies of all correspondence are to be provided to the FC and the VFC.
- m. 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.

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

In 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 <i>assigned to duty</i> . 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. The member has the responsibility to seek assignment before beginning any duty, and the assigning officer must make and preserve documentation of that assignment.
Elected Officers	As provided in the Manual (Section 4.F.11.c), elected Auxiliarists have been delegated the leadership and management capability by the Commandant to assign to duty other elected Auxiliarists throughout the chain of leadership and management, their staff officers, and other qualified Auxiliarists. They are also responsible for establishing a firm practice that the requirements for assignment to duty are observed by all members.
Staff Officers	The Manual (Section 4.G.4) also provides 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.
Member Responsibility	It is every member's responsibility to seek assignment to duty <i>before</i> beginning a mission. The opportunity to serve often arises unexpectedly, but the requirement for assignment to duty can be fulfilled by a cell phone conversation with an appropriate officer.
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 makes it, offers the benefit of a written record and carries a time and date stamp to show when the assignment occurred.

H. Auxiliary Chain of Leadership and Management

Purpose	The Auxiliary’s four administrative levels (flotilla, division, district, national) are coordinated through an Auxiliary chain of leadership and management. 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 chain of leadership and management is to quickly and efficiently communicate information up and down its organizational levels.
Definition	In the Auxiliary, the phrase “chain of leadership and management” 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 chain of leadership and management 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.
Relationship With District	Each district has established a chain of leadership and management 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 District Captains (DCAPT), 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.
Relationship With the 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 policy by all Auxiliary flotillas and members. The DCDR has served as an FC, and can offer valuable advice when problems arise.
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. If the answer isn’t the one they want, they may call other officers to shop for the “right” answer. Usually the high-ranking officer on the other end hasn’t 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 may be required. Correct use of the chain accomplishes several goals:

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

I. Parallel Staffing

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 chain of leadership and management 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 assure 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.

Use and Practice For example, Auxiliarist Rusty Saylor is a new Vessel Examiner 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 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 let's say that at the boat ramp on Saturday Rusty sees a backfire flame arrestor that doesn't 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 it develops that the flame arrestor at the boat ramp is a brand-new model that just received Coast Guard approval. Rusty's question resulted in the new information being posted on the V-Directorate website and passed to other VEs nationwide.

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 didn't just tell Rusty, "Look it up in the VSC Manual," and she didn't 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 didn't have all the answers, they brought to light a new situation that every VE needed to know about. Parallel staffing brings opportunities to help less experienced members grow in the program; more important, it affords chances to reinforce their devotion to duty and thank them for their service.

Chapter 2: **The Flotilla Calendar**

Introduction This chapter describes the flotilla’s 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	2-12

A. The Flotilla's Annual Cycle

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, commissioning, actual boating, and layup. The successful flotilla plans its activities to synchronize with those of its customers, its members, and their families.

The Calendar as an Implement of Freedom 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. They often leave office feeling lucky not to have been run over and devoured by the constant onslaught of stuff that keeps popping up. Stuff pops up, to be sure, but most of it is pretty predictable. The leader who can anticipate what lies ahead has more time to deal with the unexpected, and may find time to actually lead, not just react.

When Does the Year Start? Even though the term of office doesn't begin until 1 January, **the new FC's work starts at the moment of election**, before the meeting even adjourns. Thank the 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 turn over flotilla records. Congratulate the new VFC, and set a time to begin selecting a staff.

Making a Plan The months of November and December before actually assuming office are the most important of the new FC's tour. 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. This procedures guide was developed to help ease your path.

B. Building Your Calendar

Local Conditions May Vary The suggestions below are generic, and must be adjusted to match your flotilla's circumstances. You'll need to 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, which often contain earlier deadlines.

Calendar Format Start with some basic facts.

- 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, in a format that everyone can read.
- b. The calendar is going to change. Put in 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.

Higher Unit Activities Obtain as much information about dates of major activities for the division, district, and national levels. It is a rare flotilla with no members who serve at a higher level, and it is prudent to avoid conflicts to the extent possible. Even if they hold no office, some members will want to attend division and district meetings, or even the National Conference. 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.

Secular and Religious Holidays Secular and religious holidays should be shown on the calendar so they don't conflict with flotilla plans. Ask each of your members what religious observances would create a conflict for them, and include those dates on the flotilla calendar.

C. Through the Year

Many of the items below will need to be moved, modified, or deleted. Additional items will probably be needed. Provide updates to flotilla members when 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 they don't apparently have much to do with the Auxiliary.

Late Fall

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 now, not at the actual 1 January beginning of the term of office.**

Secure venue for Change of Watch.

Submit all requests for disenrollment (Change of Membership Status, form CGAUX-7035) to DIRAUX before 1 November or as otherwise stated in district policy (outgoing FC).

Appoint Audit Committee to review financial records and physical inventory of flotilla-owned and Coast Guard-issued property.

November

Notify DCDR and incoming DCDR (if applicable) of flotilla dates for Change of Watch (outgoing FC).

Check status of members who have not yet paid annual dues, and send Change of Membership Status form (ANSC 7035) to delinquent members. Check whether earlier dates are established by district policy, and adjust accordingly (outgoing FC).

Approve Change of Watch plans and send invitations (outgoing FC).

Incoming FC selects staff officers in consultation with VFC, and sends Annual Unit Officers Report (ANSC-7007) to DCDR and DIRAUX as soon as possible, but no later than 20 December (FC-elect).

Appoint chair for National Safe Boating Week (FC-elect).

Outgoing and incoming officers meet to transfer records and property.

Prepare letter of appointment and Certificate of Appointment for incoming staff members, for presentation at Change of Watch (FC-elect).

Prepare Certificate of Appreciation for outgoing staff members, for presentation at Change of Watch (outgoing FC).

Confirm meeting location(s) for coming year (FC-elect).

Select flotilla survey committee to develop and distribute flotilla members' needs survey (FC-elect).

Review division, district, and national strategic plans. Draft flotilla objectives for coming year; meet with outgoing FC and incoming VFC to prepare final draft. Prepare draft budget to support objectives, in consultation with FSO-FN and budget committee (FC-elect).

Attend FC training (FC-elect).

First Sunday in November: End daylight saving time.

11 November: Veterans Day. Identify and develop public affairs opportunities.

Fourth Thursday in November: Thanksgiving Day

December

Receive Financial Report of an Auxiliary Unit (ANSC-7025) from audit committee. Outgoing and incoming officers and the Audit Committee chair sign. Submit in accordance with district policy.

Prepare year-end article for flotilla and division publications (outgoing FC).

Transfer bank records and execute new signature cards in accordance with standing rules.

Schedule FSO training (VFC-elect).

Send draft flotilla objectives and budget to flotilla members and invite review and comment, preparing for discussion and adoption at January meeting.

Prepare calendar for next year and distribute to flotilla members and DCDR (FC-elect).

Incoming staff officers prepare plan of action for coming year in support of draft flotilla objectives and submit to incoming VFC.

Incoming FSO-PE reviews public education plans for first quarter with FSO-PA to ensure sufficient materials are on hand.

Outgoing FSO-IS ensures all data for member activities have been entered.

Flotilla awards committee meets to consider competitive and non-competitive awards.

Appoint standing committees for coming year (FC-elect).

Change of Watch may be held in December or January, and may be combined with division ceremony if appropriate.

25 December*: Christmas Day.

January

Hold first flotilla meeting. Adopt flotilla objectives and flotilla budget. Set a tone for the coming year:

- a. Businesslike, but fair.
- b. Keep the meeting short, and don't wander away from agenda.
- c. Hold member training at every meeting.

FC and VFC attend first division meeting with written report.

FC and VFC review and approve FSO action plans for year.

Prepare flotilla and division consolidated PE schedule for use at winter boat shows

Submit Financial Report of an Auxiliary Unit (ANSC 7025) to DCDR no later than 31 January.

Ensure that FSO-SR transmits Record of Unit Meeting (ANSC 7017) to DCDR and DIRAUX in accordance with district policy.

Key flotilla programs:

Public Education. Many flotillas have most of their public education classes during the winter, but others have been successful year-round.

- a. Schedule and promote classes early.

- b. Submit all course offerings to DSO-PE in accordance with district routing policy on Notice of Intent to Teach Public Education Course (ANSC 7023).
- c. FC and VFC should visit classes to monitor quality and assist with recruiting.

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

Member Training. The training schedule is very heavy now, and should be completed early so it doesn't interfere with on-water crew training and VE ramp training when the weather warms up.

- a. New member orientation.
- b. Member development (OP, IT, VE, APC).
- c. Workshops required for currency maintenance.
- d. Specialty courses.
- e. Monitor mandatory on-line training and ensure requirements are met by all members.

1 January*: New Year's Day

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

Last week of January: National Training Conference (N-TRAIN)

February

Plan for National Safe Boating Week (NSBW). Arrange proclamations, public appearances, and other long-lead items, in cooperation with division and neighboring flotillas. Download current information from NSBW website.

Note dates for district conferences.

Present flotilla awards for activity during preceding year.

Hold classroom training for boat crew qualifications.

Schedule on-water training for boat crew qualifications.

Hold classroom training for VE and PV qualifications.

Complete radio facility inspections.

Review flotilla's emergency communications and response plan and compare with division plan. Make any needed changes and test amended plan.

12 February: Lincoln's Birthday

14 February*: Valentine's Day.

Third Monday of February: Presidents Day.

22 February: Washington's Birthday

March

Continue classroom training for boat crew qualifications.

Conduct practice vessel exams for VE candidates.

Complete vessel facility inspections.

RBS PVs visit every location to restock literature racks and refurbish or replace it needed.

Plan summer operational exercise in cooperation with division or neighboring flotillas.

Second Sunday in March: Begin daylight saving time.

17 March: St. Patrick's Day; does your community have a parade or other appropriate PA opportunity?

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.

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

April

Conduct practice visits for RBS Program Visitor candidates.

Conduct practice vessel exams for VE candidates.

Review workshop completions to ensure all members needing workshops are available for missions.

Review vessel, radio, and air facilities to see that all inspections are complete and Offers of Use are filed with DIRAUX.

Publish plans for National Safe Boating Week (NSBW) to all members. Appropriate staff officers finalize and exchange rosters and arrangements for all NSBW events.

Submit applications for NACO Membership Growth Award (NMGA-I) to DSO-HR for each member recruiting 5 or more new members during a calendar year.

Submit applications for Individual Auxiliary Recruiting Service Award (AUX-RSA) to DSO-HR for each member recruiting 7 or more new members during a calendar year.

Submit applications for Flotilla and Division NACO Membership Growth Award (NMGA-FD) to DSO-HR for each flotilla with net growth of 2 or more members during a calendar year.

Submit application for NACO Three Star Award for Excellence in Diversity to DSO-DV.

May

May is one of the busiest months of the year for most flotillas. Many standing dates (National Safe Boating Week, 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 that can be pressed into April, the less hectic May will be.

In most areas, begin regularly scheduled VE stations and surface patrols.

Second Sunday in May*: Mother's Day

Third Saturday in May: Armed Forces Day

Final Monday in May: Memorial Day

June

Set date for 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.

FC personally contacts each new member to be sure that expectations are being met and that 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 promises are being kept.

14 June: Flag Day

Third Sunday in June*: Father's Day

23 June: Coast Guard Auxiliary Anniversary (1939)

July

Mail dues notices.

Monitor member activity to see that all qualifications are on schedule for currency maintenance.

Who's going to run for flotilla and division office? Answer questions and offer encouragement. Remind everyone of the deadline for letters of intent.

4 July: Independence Day

August

Time is getting short for those needing a few more vessel safety checks or a few more patrol hours to keep their qualifications in good standing. Ask the FSO-IS to keep everyone informed if they are in jeopardy, with copies to FC and VFC. Will a couple more reported items push someone over the requirement for an annual award? Help those who are close get to the finish line.

Plan December party. If the site isn't reserved by August, good places and desirable dates will be hard to find.

Mail second dues notices.

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

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.

Last week of August: National Conference (NACON)

September

Screening committee reports lists of eligible candidates for FC and VFC to the flotilla not less than 30 days before the flotilla election.

Who has done something noteworthy, that qualifies for a Coast Guard Auxiliary meritorious award? Flotilla elected officers should write award packages and submit them in plenty of time for presentation at the Change of Watch.

FC contacts all who haven't paid dues for coming year to keep them in the fold.

First Monday in September: Labor Day

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.

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.

October

FC contacts all who haven't paid dues for coming year to keep them in the fold.

Hold flotilla election. The annual cycle begins again.

31 October*: Halloween

31 October: Term of national officers expires in even-numbered years

D. Monthly and Quarterly Activities

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 (January and August). Review the scheduled flotilla meeting date for each month to find and fix any collisions with national holidays and other important activities. If your flotilla meets on the first Tuesday of the month and that happens on 4 July this year, you may want to consider a Plan B.

Flotilla Commander

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

- a. Prepare and send agenda for monthly flotilla meeting. Pass along any communications received for members.
- b. Invite guest speaker and special guests.
- c. Attend and preside over flotilla meeting.
- d. Present awards received from DIRAUX and DCDR.
- e. Prepare flotilla report to DCDR and division board.
- f. Prepare article for flotilla newsletter.
- g. Prepare item for flotilla social media page.
- h. Prepare article for division newsletter.
- i. Attend division board meeting.

Flotilla Vice Commander

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 monthly report to FC.
- c. Attend flotilla meeting and preside over staff reports and related items.

- d. Prepare article for flotilla newsletter.
- e. Attend division board meeting.

**Flotilla Staff
Officers**

Flotilla staff officers 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 usually include:

- a. Prepare monthly written report to VFC, with copy to FSO-SR.
- b. Attend all flotilla meetings and prepare brief oral report.
- c. Prepare monthly report to division counterpart (SO).
- d. Prepare flotilla newsletter (PB); prepare article for flotilla newsletter (all others).
- e. Keep flotilla website and social pages fresh and informative (CM lead, with input from all others).
- f. Prepare monthly statement of member activity and qualifications (IS); review report and activity for action items (all others responsible for reportable missions).
- g. Prepare member training session for every flotilla meeting (MT coordinates; all others contribute lessons).
- h. As circumstances permit, attend division meetings.
- i. Actively publicize and promote Auxiliary activities to public (PA lead, with input from all others).
- j. Aggressively train, mentor, and integrate newer members into flotilla activities (MT and HR lead, all others participate).

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Chapter 3: Flotilla Administration

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

In this Chapter This chapter contains the following sections:

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A. The Nature of a Flotilla

**The Flotilla:
Democracy in
Action**

The flotilla is unlike the other three levels of the Auxiliary organization, because its form of self-government is a pure democracy. It is the only level where every member has a vote on every decision made, and the only level where the body is likely to include several who have held the senior elected position. At the division, district, and national levels, the members are represented by delegated leaders, one to three degrees removed from member election. The FC is directly responsible to the flotilla's individual members, and successful leadership depends on a one-on-one relationship with them. The standards, practices, and expectation of a flotilla are developed over time, and perceptive FCs can help the flotilla adapt to changing circumstances.

**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 can't. The division probably has 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 should be able to help.

**Maintaining and
Building Flotilla
Identity**

There is satisfaction and pride in performing missions well and achieving ambitious goals, and the leaders should create opportunities to build a strong sense of flotilla identity. Flotilla training exercises build both unit cohesion and proficiency. Change-of-watch ceremonies and awards banquets offer opportunities for fellowship while lending dignity and importance to transitions and recognition ceremonies. Some flotillas may not be large enough to hold a Change of Watch, so this may be a Division-wide function.

B. Immediately Following Election

Preparing to Assume Office

The most important months of the new FC's tour in office are the ones immediately following the election and before actually assuming office. The workload includes 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 officer to turn over property and records, make an inventory, and review the financial audit. Appointment letters, arrangements for the Change of Watch, a meeting agenda and invitations for guests must all be prepared and ready to go. Unless the preparations are thoughtful and complete, the new leader will spend months trying to catch up. Completing and following an annual calendar, as outlined in Chapter 2, is essential to a good start.

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; some 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 self-important FCs a second term. Similarly, VFCs must train and prepare to fleet up to the top job, but must not presume ownership; disappointment may follow at election time.

Training

The AUXLAMS course, offered as a C-School through the national training directorate, is specially designed for those who aspire to Auxiliary leadership. The time to take the course is before serving as an FC, or early in the tour as VFC.

Get Started Early

As soon as possible after the election, the FC (elect) should begin preparing for the duties and responsibilities that lie ahead. These early actions help to dispel uncertainty and build confidence in the newly-elected leader. It is important for the new FC to get a good start during the transition period and build a foundation of understanding and knowledge regarding the position. Confidence and a getting-down-to-business approach on the part of the FC can permeate the incoming VFC, the flotilla staff and the membership, with a tremendous boost to unit cohesion and performance.

Advantage of Fleeting Up

If the new FC has previously served as VFC and is "fleeting up" to the top job (a term often used in the Coast Guard to describe the situation when an executive officer succeeds the commander), the training, mentoring, and experience already received should ease and simplify the transition. The FC has a duty to constantly communicate and share with their VFC partner

complete information on flotilla management and administration. It is also a good practice to seek advice of 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.

**Consideration for
Outgoing Officers**

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

C. Transition Procedures

Immediate Tasks: Before December 20th, 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.
- 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 and file in accordance with district policy. Arrange for completion of bank signature cards and any other forms to transfer custody of unit funds.
- d. Request that the outgoing FC appoint a budget committee including the new FC and VFC, FSO-FN, and 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 and file 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.
- g. Read the flotilla standing rules to become familiar with actions and deadlines required of the FC.
- h. Re-read the Auxiliary Manual 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, the newly appointed FSOs and the host of the flotilla meeting location.
- m. Meet with the outgoing FC and VFCs to discuss flotilla objectives for the coming year.

D. Program Planning and Goal Setting

Localize the Plan The variety of geographic and climatic conditions within the Auxiliary makes it difficult to suggest 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.

Planning Horizon Flotilla leaders should plan with a long view, generally five years. Big objectives, the kind that make a lasting improvement, often require longer than one or even two years to realize. Members 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 the flotilla membership, and represent a considered assessment of local circumstances. Examples of relevant local circumstances can include:

- a. Strengths and weaknesses of the flotilla and its component flotillas.
- b. Number, skills, qualifications, facilities, desires, and experience of members.
- c. Nature and strengths of partnerships, existing and potential.
- d. Needs of customers (e.g., Coast Guard, state boating law administrator(s), public safety agencies, boating organizations, etc.).
- e. Constraints and opportunities of local geography and climate.

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 11 September 2001, and the creation of the Department of Homeland Security. 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 flotilla objectives and programs, the leadership 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.

The Hierarchy of Planning Terms

The terms vision, goals, strategies, objectives, and plans are often used interchangeably, and confusion results. As used in Auxiliary planning, the terms have the following defined meanings.

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.”

GOAL A goal is a statement of what we will do 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.

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).

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.

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.

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, of course, mean that the flotilla can't 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.

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 vessel examination 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:

- Specific** List something concrete to be accomplished. "Improve public education" is meaningless; exactly what do you want to do to improve it?
- Measurable** Measures are things that can be counted. The best measures can be drawn on a chart or described in a short phrase, so everyone can keep the progress being made.
- Action-oriented** Objectives are the basis of the flotilla's program for the year. Every one of them should be something the flotilla is committed to doing.
- 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.
- 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 urgency to get it done.

Flotilla Planning The flotilla should develop and approve a master calendar of activities for the year (described in Chapter 2), and the FC and VFC should review the final draft to ensure that there are sufficient appropriate activities to support each objective.

Permitted Auxiliary Programs FCs should refer to Chapter 2 of the Auxiliary Manual 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 members should ask themselves whether the good that comes from the new program is worth the time, effort, and money it will cost to start and sustain over time.

E. Staff Meetings

- Getting Started** The FC 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 make clear to the FSOs what their relationship will be with the VFC and what the VFC's responsibility as Chief of Staff will be. The VFC should review the proposed flotilla program with the staff, soliciting comments and discussing staff officer responsibilities for the various elements of the program.
- Periodic Meetings** Frequent meetings with the staff enable the VFC to check on programs and evaluate unit progress. It is especially desirable that a mid-year meeting be held for this purpose. The VFC should preside at staff meetings with the FC sitting as an ex-officio member.
- 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, with a section for any additional information the FSO feels is appropriate.
- Oral Reports** Most flotilla meetings include oral reports from the staff. This lets the staff members communicate important information to the members, and provides visibility to diligent officers who do much of their work behind the scenes. Encourage staff to report interesting developments, year-to-year trends, successes and failures, and other useful information, and keep it brief. Extended lists of statistics, read aloud, usually contribute more annoyance than enlightenment.

F. Staff Planning

Staff Role	Planning by the flotilla staff involves coordination and functional supervision of flotilla activities. Duties of the FSOs are purely administrative, not legislative. Policy making is the prerogative of the FC and membership, acting within the guidelines and standing rules of the division, district, the National Board, the Auxiliary Manual and other applicable Commandant directives. More specific duties for each individual FSO are included in Appendix A.
Communication with SO Counterparts	Using the parallel staffing channel for communication, FSOs should develop a friendly working relationship with their division counterparts. Immediately after assuming office, the SOs should be given a mailing address and telephone number(s) for communication purposes. Correspondence should pass directly from the FSO to the SO, with an information copy to the VFC. As chief of staff, 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 counterpart with a copy of any staff report submitted to the flotilla.
Program Responsibilities	<p>Flotilla staff officers provide supervision over a specifically authorized functional or activity area, 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 purposes:</p> <ol style="list-style-type: none">a. Communications: The FSO-CM, in coordination with the FSO-OP and local Coast Guard commands, prepares 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.b. Communications Services: 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 cooperate 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 the membership and to the boating public.

- c. **Diversity:** The FSO-DV ensures that plans for managing diversity are carried out, and works to improve diversity management throughout the flotilla.
- d. **Finance:** The FSO-FN has custody of unit funds, invoices and receives dues from the members, receives all moneys 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 finances are governed by Section 5N of the Auxiliary Manual and by the unit's standing rules. All Auxiliary unit funds shall be promptly deposited to accounts containing the appropriate unit designation and the words, "U.S. Coast Guard Auxiliary."
- e. **Human Resources:** The FSO-HR prepares a plan for obtaining new members and the retention of currently enrolled members. This plan should provide guidance to members on the techniques and procedures for using public education classes, vessel examination stations, boat shows, boating booths, etc. as locations for recruiting. Emphasis must also be placed on the importance of early training of new members and their early participation in flotilla activities.
- f. **Information Services:** The FSO-IS must develop a plan for the periodic collection and reporting of data concerning the activities of the members. Instructions regarding the categories of information required, channels and procedures for collection, and the frequency of reports should be provided for the use of each member.
- g. **Marketing and Public Affairs:** The FSO-PA should prepare a plan for use in publicizing public service activities of the flotilla. This planning involves the collection, preparation and distribution of schedules and promotional information for boating courses, vessel examination 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 Auxiliary Manual and in the Public Affairs Officer's Guide, COMDTINST M5728.3 (series).
- h. **Marine Safety and Environmental Protection:** The FSO-MS coordinates the flotilla's role in the Auxiliary Marine Safety and Environmental Protection program. This broad, diverse program contains an array of activities, and the FSO-MS is responsible for

identifying and promoting those that are appropriate in the flotilla's locality.

- i. **Materials:** The FSO-MA coordinates and orders materials for flotilla activities such as boat shows, VSC stations, and flotilla-sponsored member training and public education courses.
- j. **Member Training:** The FSO-MT maintains awareness of the training needs, desires, and opportunities within the flotilla. It often happens that a flotilla needs training but lacks a qualified instructor, or has a willing and able instructor but only a few students for the class. The FSO-MT is responsible for coordination of these circumstances so that all who desire training may have it, and all qualified instructors have meaningful opportunities to teach.
 - 1) Advanced specialty training leading to AUXOP member status is an important part of the Auxiliary program. The FSO-MT is responsible for preparing an annual flotilla-level plan for the specialty training of flotilla members, when such cannot be offered by flotillas due to lack of qualified instructors, training facilities, etc. The FSO-MT must also prepare a master list of training courses offered by other flotillas 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 passed to the membership.
 - 3) In coordination with the FSO-OP, the FSO-MT plans for the annual training and examination of members who wish to qualify as crew members, coxswains or personal watercraft operators under the Auxiliary boat crew qualification program. This task may involve the planning of flotilla-sponsored land-based and on-water exercises for member participation, and/or planning for the involvement of members in area- or district-sponsored training and examination exercises.
 - 4) The FSO-MT keeps abreast of training opportunities offered at the division, district and national levels, and encourages and assists qualified flotilla members who wish to attend.

- k. **Navigation Services:** From Coast Guard authority, the FSO-NS obtains information and data concerning federal, state and privately-owned aids to navigation for which the flotilla is responsible. A number of these aids are then designated to each member in the program with responsibility for inspection and reporting during the year on their condition and the accuracy of their location.

- l. **Operations:** Surface operations must be coordinated by the FSO-OP to ensure that patrols are properly allocated and scheduled and that the required number of surface facilities is available to carry out Coast Guard support requirements. This officer is normally responsible for preparing a flotilla program for the assignment of patrol dates, times and areas to flotilla operational facilities during the boating season.
 - 1) In coordination with the FSO-MT, the FSO-OP plans for the annual training, mentoring, and examination of members who wish to qualify as crew members, coxswains or personal watercraft operators under the Auxiliary boat crew qualification program. This task may involve the planning of flotilla-sponsored land-based and on-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 preparation of a flotilla-wide disaster emergency plan as set forth in the Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series), in coordination with Coast Guard sector and district command requirements. This planning requires the 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.

- m. **Publications:** The FSO-PB collects and edits written articles and photographs and uses them to create and publish a periodical publication telling the story of the flotilla and its people, events, activities, and missions. All unit publications are subject to review and approval by DIRAUX in accordance with established district policy.

- n. **Public Education:** The FSO-PE collects information from flotilla instructors and prepares a flotilla schedule of course offerings within the flotilla area for distribution to the public at boat shows,

marine events, and safe boating booths. This officer also coordinates and supervises the public education efforts of members to eliminate friction, duplication of effort and misunderstandings that might arise.

- o. **Secretary/Records:** The FSO-SR maintain a copy of the flotilla standing rules and other records as required for correctness and continuity of flotilla administration, sends meeting notices and agendas before each meeting, prepares and distributes meeting minutes, and maintains copies of all flotilla minutes, correspondence, and records.
- p. **Recreational Boating Safety Visitation Program:** The FSO-PV promotes and coordinates the flotilla's RBS Program Visitor 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 may be helpful.
- q. **Vessel Examination:** The FSO-VE should collect information early in the year concerning the location of marinas, launching ramps, shopping centers, etc. where VSCs should be conducted. Following consultation with vessel examiners, the FSO-VE prepares a flotilla plan listing all VSC station locations and dates, coordinating and encouraging cooperation with other flotillas.

G. Committees

Committees Appointed

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

- a. Awards Committee
- b. Budget Committee
- c. Audit Committee
- d. Social Committee
- e. Boat Show Committee
- f. Screening Committee
- g. Historical Committee
- h. Safe Boating Week Committee

Appointment Procedure

When appointing a committee, the FC should specify 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.

Standing Committees

Committees which are of a continuing 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 FC is an ex-officio member of all committees.

H. Financial Requirements

Dues

Although the Auxiliary is a non-profit organization, the 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 obtained 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 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 and equipment and phone charges.
- c. Cost of social and fellowship activities.
- d. Cost of items for an annual flotilla awards program.
- e. Cost of publicity and materials for flotilla-sponsored public education, vessel examination and public affairs activities.
- f. Cost of the flotilla publication.
- 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.

Annual Budget

One of the best methods of determining the annual monetary requirements and for establishing a dues structure is to prepare a flotilla budget. This should be done annually and should consider all items of income and expense. The budget establishes fiscal responsibility and improves financial security for the flotilla throughout the year. After approval by a vote of the members, it authorizes and limits the amounts that can be spent for specific purposes.

- 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 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.
- Amending the Budget** If changes in 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.
- 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 public education 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.
- 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.
- Financial Reports** The FC shall ensure that an annual accounting and financial report is submitted, in accordance with district policy, to the DIRAUX. This report is prepared on Financial Report of an Auxiliary Unit (ANSC-7025). An annual audit of the flotilla's financial records and accounts should 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.

I. Flotilla Records

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 maintaining the following records:

- a. Flotilla roster with the names, addresses and telephone numbers of flotilla and flotilla elected and staff officers, local Coast Guard unit officers, etc.
- b. List of duties for each FSO.
- c. Minutes of flotilla meetings.
- d. Flotilla statistics files.
- e. Flotilla financial files.
- 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).

VFC Records

The VFC will find it useful to maintain a shadow file of the items in the FC's files. In addition, proper supervision and management of the staff will require the following:

- a. Master spreadsheet showing committees with lead individuals and team members.
- b. List of planning objectives, milestones, and dates assigned to each staff officer.

Flotilla Staff Officer Records

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

National Training Directorate

- a. Roster of names, addresses and phone numbers of FSOs.
- b. File of correspondence with flotilla.
- c. Staff newsletters sent to flotilla.
- d. Statistical files, objectives, progress reports, etc.
- e. Directives, memoranda and newsletters issued by the DCO, DIRAUX, national directorate, or counterpart SOs.
- f. Policy file related to staff activities.
- g. Technical publications.

J. Standing Rules

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 the flotilla members. Fillable standardized rules are available on the website of the Auxiliary Chief Counsel.
Appendices to Standing Rules	Appendices to the standing rules, containing purely local matters and nothing contrary to neither the standardized standing rules nor the Auxiliary Manual, may be adopted by a two-thirds majority of the flotilla members. Appropriate topics for inclusion in the appendices include meeting dates, times, and places; amounts and due dates for membership dues; details of the flotilla awards program, and similar items.
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.
Routing and Signatures	Once the standing rules have been adopted by a two-thirds majority of the flotilla members, they are signed by the FC and forwarded for signature by the DSO-LP, DCO, and DIRAUX. The standing rules become effective when signed by DIRAUX.
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: <ol style="list-style-type: none">a. Procedure for flotilla elections, including deadlines for letters of intent, appointment and composition of screening committee, report of screening committee to FC, and 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 audit committee.
- d. Composition of budget committee and date for appointment.
- e. Deadline for consideration of budget by flotilla membership (31 March).

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

K. Awards Program

- Flotilla Awards** Every flotilla should have an annual awards program to honor members' achievements. This program should reward outstanding performance, as well as creditable baseline performance in the various mission areas. 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.
- Baseline Awards** In some flotillas the awards recognize the top performers, with no recognition for any of the other hard workers. As a result, the awards all go to the usual stars; discontentment and grumbling follow. Consider ways to recognize the solid, good-but-not-great performers who reach a certain baseline participation in each program.
- 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 other programs. Look for gaps and find ways to fill them. Look for neglected areas that deserve recognition, and give it.
- Coast Guard Meritorious Awards** Generally speaking, any member can nominate another for a Coast Guard meritorious 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 review the staff to see whose efforts deserve recognition. Chapter 11 of the Auxiliary Manual contains a full description of the criteria for every award, and the Chief Director's website contains extensive advice on preparing an effective award nomination.

L. Publications

- 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 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.
- Approval** Prior to printing and distributing any flotilla publication it must be submitted to the DIRAUX for approval, according to district policy. A copy of each flotilla publication will be sent to the DIRAUX, the DCO, the District Chief of Staff (DCOS), the DCAPT (if applicable), the DCDR, the DSO-PB, and the SO-PB. Further information concerning Auxiliary publications can be found in the Auxiliary Manual. Your DIRAUX may have delegated approval authority; check your district's procedures guide, or consult with the SO-PB
- Website** The national information technology staff has developed the WOW (Without Webmasters) utility, 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 Information Technology Directorate.
- Social Media** Many flotillas have developed a presence in various online social media, with good results. This promising channel of public communication is not without dangers, and all postings must strictly comply with the Coast Guard's social media policies.
- Maintenance** Desktop publishing software has made newsletter production much easier, and the national IT 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. Every elected and appointed officer should support the newsletter or website with fresh content to promote the programs they lead.
- 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.

M.Civil Rights

Sexual Harassment

Sexual harassment in any form on the part of Auxiliary members is prohibited. In their relations 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 Auxiliary Manual contains detailed instructions for handling any complaints; any FC or VFC who feels a need for advice should do so early in the process.

Sexual Assault

Rape and sexual assault will not be tolerated in the Coast Guard. These criminal acts violate the Coast Guard's core values. All Auxiliarists must foster and maintain an environment of mutual respect and trust to ensure the safety and security of others. All members shall become familiar with and follow the contents of Reporting and Responding to Rape and Sexual Assault Allegations, COMDTINST 1754.10 (series), when reporting rape and sexual assault and responding to rape and sexual assault allegations. It is available through the DIRAUX office.

Equal Opportunity

The flotilla, like all other Auxiliary levels of organization, is subject to the provisions of the Civil Rights Act of 1964 and the current policies of the Commandant of the Coast Guard regarding equal opportunities. All qualified members should have an equal opportunity to participate in all Auxiliary programs and activities regardless of race, creed, color, sex, age, religion, disability or national origin. This includes the right to become a candidate for elected office, provided required qualifications are met, and to be considered for appointment as an FSO. See the Auxiliary Manual for complete details on civil rights provisions.

Spiritual Elements

In planning Auxiliary functions, senior 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, senior 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.

N. Auxiliary University Program (AUP)

Description	<p>The U.S. Coast Guard Auxiliary University Program (AUP) establishes partnerships between the Coast Guard Auxiliary and higher education institutions (e.g. colleges, universities, technical institutions). Persons participating in the Auxiliary University Program are Auxiliary members, or members of the US Coast Guard acting in a supervisory role.</p> <p>AUP is a leadership development program whose participants adhere to proper uniformed customs, courtesies, protocol, and models of address. These customs are rooted in the service’s guiding principles as expressed through the Coast Guard’s motto and Core Values, the Coast Guard Ethos, and the Auxiliary University Programs motto of Leaders in Service.</p> <p>The AUP is managed by the Auxiliary Strategic Planning Directorate (“AUP national staff”) in cooperation with sponsoring local Auxiliary units and active duty elements in the field, exactly the same as other authorized Auxiliary programs. The <i>AUP Leadership and Management Guide</i> (LMG) is provided to integrate policy from the Auxiliary Manual and the Auxiliary Operations Policy Manual for personnel participating in or otherwise interacting with the program for AUP operations and administration.</p>
AUP Units	<p>Auxiliary units are established in accordance with Chapter 4 of the Auxiliary Manual. Any established flotilla or flotilla detachment may be recognized as an “AUP Unit” upon the concurrence of the District Commodore, Director of Auxiliary, and the Director of Strategic Planning provided that the unit conform to several administrative guidelines specific to AUP units and are advised by a more experienced active or reserve Coast Guardsman or Auxiliarist serving as a Unit Officer.</p>
Flotilla and Division Responsibilities	<p>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 Unit Leader, require professional mentoring from a more experienced FC or DCDR.</p>
AUP Unit Responsibilities	<p>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 Auxiliary Manual, Chapter 4.</p>
More About AUP	<p>In-depth information concerning AUP can be found on the AUP website at www.cgau.edu.us, and in the <i>AUP Leadership and Management Guide</i> that is available for download there.</p>

O. Flotilla Relationships

Flotilla – Flotilla Relationships

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

Flotilla Boundaries

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

Flotilla – Division Relationships

The FC and the VFC are expected to attend meetings of the division board and represent the interests of their flotilla, and by extension, its members at division meetings. FSOs must 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 should prepare a written report, addressed in accordance with division policy, summarizing flotilla activities. It is also a good practice for each FSO to furnish their counterpart SO a copy of their monthly report to the flotilla.

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 observe the routing procedures and deadlines. Enter the deadlines on the flotilla calendar so they won't be missed. Discuss the administrative policies with the DCDR.

P. Keys to Success

Elements of a Successful Flotilla	Successful flotillas require plenty of hard work from many contributors. It is the FC's responsibility to create an environment for success and lead by example.
Develop Leadership in Depth	The FC can only serve a maximum of two consecutive years before someone else must take the reins. Wise leaders always consider 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.
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.
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. Make meetings businesslike and efficient, and learn to use the gavel to curtail excursions into the boondocks. Expect members to wear appropriate uniforms, and set an example of correct uniform wear.
Training	A strong training program is a hallmark of a top flotilla. Develop a year-long training program, 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 the flotillas cannot provide.
Support the Members	The FC must develop a personal relationship with each member, so that there's a detailed awareness of developing trouble 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.
Appoint Effective Staff	Staff members need a passion for their program and a habit of providing cheerful service to the 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 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.

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.

Manage the Small Things Well

Members notice when the leaders drop the ball. 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 being bungled.

Build an Effective Awards Program

Review the flotilla awards program to ensure that appropriate recognition is given to the members who make the flotilla successful. A good program provides certificates to everyone who achieves good baseline participation, and higher recognition to solid performers and the real stars. Develop the habit of writing nominations for Coast Guard meritorious awards.

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	4-4
C	Ceremonies and Special Occasions	4-9
D	Flotilla Change of Watch	4-11
E	Awards Ceremonies	4-13
F	Flotilla Chartering Ceremony	4-15

A. Flotilla Meetings

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.

Purpose of Flotilla Meetings

Successful meetings start with a good answer to the question, “What is the purpose of the meeting?” Some members have suffered through so many bad meetings they doubt the possibility of good meetings, and that’s a shame. Good meetings should send everyone back to work 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. We wear the Auxiliary uniform correctly and proudly. We are part of something big, enduring, and important.
- b. **Honor our visitors.** Welcome senior Coast Guard and Auxiliary officers, boating safety partners, and civic dignitaries. Strengthen our relationships and seek mutual benefits.
- c. **Build *esprit de corps*.** Review the flotilla’s progress toward its goals, and rally support for the effort to complete the tasks. Celebrate accomplishments, and reinforce devotion to duty.
- d. **Pass the word.** Meetings are an opportunity to announce and explain new policies and procedures, and promote coming events. By discussing the reasons for change and resolving questions, we build support and maintain morale.
- 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.
- f. **Decide course adjustments.** Respond to changed conditions and new opportunities in an atmosphere of mutual respect. Capitalize

on our diverse skills and experiences to hear every voice and make the best choices, together.

- g. **Celebrate member accomplishments.** We rejoice in the accomplishments of our shipmates and celebrate them publicly. We respect the importance of member milestones, from the new member pledge, through qualifications and meritorious awards, to retirement; we present the certificates and devices with dignified, public ceremony.
- h. **Share good fellowship.** Fellowship is the force that binds us together as a team, and it needs to be refreshed and renewed.

Meeting Frequency

The flotilla sets the meeting frequency with due regard for the training and business workload to be accomplished, balanced against the needs and convenience of the members. Most flotillas meet monthly to maintain a cohesive unit working effectively toward its goals and enjoying the benefits listed above.

Meeting Location

The flotilla should give careful consideration to the flotilla meeting location. The place should be convenient to a majority of the members. The 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.

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 second week of the following month. This provides for the flow of information from higher to lower organizational level with minimum delay.

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; it builds a spirit of unity and lends 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. Probe to identify any reasons the member isn't coming, and work to resolve what can be changed.

B. Meeting Procedures

Streamline the Meeting

Handle business that needs approval, and delegate the rest to a committee to handle off-line. One main reason that meetings take too long is that items come before the group that aren't well thought out and ready for approval. The members then, by default, become the Committee of the Whole, thrashing out all the particulars in agonizing detail. After about 15 minutes of this, many members are filling the margins of their agenda sheets with elaborate doodles. The FC shouldn't stand for it, and should instead 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 winning meeting elements include:

- a. **Written agenda.** Distribute the draft agenda at least two weeks 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 into left field, 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, read in a monotone voice, and featuring a stifling measure of statistics that inform no one and annoy everyone. Break the pattern by encouraging all oral reports to follow these guidelines:
 - 1) **Tell something that you did** that worked (so the rest of us can try it) or failed (so we can learn from it) in plain, **acronym-free** language. Remember that newer members

will be confused and put off by terms they don't understand.

- 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 we can understand.** If 50 vessel safety checks represent a 10 percent increase, simply say, "We had a 10 percent increase in vessel safety checks." That's good, and everyone will recognize it instantly. Otherwise, that droning list of numbers might as well have come from a phone book.
 - 4) **Give public credit to someone** who did something special: "Bravo Zulu to Ron Smith, who organized three vessel safety check stations." ("Bravo Zulu is a traditional flag hoist used aboard ship; it means, "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.
- e. **Use Robert's Rules of Order** to move things along at a snappy pace. Don't railroad, but don't let it bog down. Take advantage of *unanimous consent* to dispose of routine items; it goes like this. The FC says, "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. **Adjourn on time** or, better yet, early. The members will thank you..
 - g. **Now, the good part.** Properly executed, most business meetings should have taken 90 minutes at most.
 - h. **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 the members. Select good instructors and make your meetings worth attending.
 - i. **Every meeting should include fellowship.** It's amazing what the FC who listens carefully can learn during this time.

Sample Flotilla Meeting Agenda

No FC should expect busy people to attend a meeting that has not been well planned. Here is a sample flotilla meeting agenda for a simple flotilla meeting. Every flotilla will need to 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.
- 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 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.
 - 1) Consideration to take from the table the boat crew training schedule.
- l. (General business itemized here)
- m. Flotilla VE ramp schedule
- n. Meeting schedule for 20XX
- o. Presentation of awards. May be performed by the IPCDR and/or by visiting officers.
- p. Comments by guests.
- q. Adjourn business meeting. Present feature event for the meeting such as guest speaker, training session, lecture, demonstration, etc.

- r. Adjourn for fellowship and light refreshments.
- 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.

Purpose of Rules The flotilla standing rules and Robert's Rules both serve to protect the rights of the participants, particularly the rights of a sizeable minority (typically one-third plus one).

Robert's Rules of Order The flotilla standing rules require that meetings be conducted under Robert's Rules, and the FC should 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. 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.

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 IPCDR may preside. They must apply these 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 may 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.

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 wonderful device 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.

**Guests and
Visitors**

No flotilla should ever be discourteous to guests or visitors. The FC should assign one of the more responsible FSOs or members the specific duty of meeting guests and visitors and making them feel welcome. Senior Auxiliary officers and Coast Guard 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.

C. Ceremonies and Special Occasions

- Make It Special** Some FCs distribute certificates, course completions, and other lesser awards as if they were selling a bus ticket and pushing it across the counter to a customer. 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. These practices are rude, and detract from the member's achievement. Even the most routine presentation should be made by the FC standing in the quarterdeck area, not at (or worse, behind) a table. The member should be called forward and given the award with a smile and a handshake.
- 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.
- 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 staff officers. 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.
- Participants** Everyone who will participate in the ceremony should be briefed in advance, particularly visiting senior officers. They are generally delighted to lend their prestige to the occasion, but need to know what will be expected of them and when it will happen.
- Where to stand** With a little practice, it becomes easy for the presenting officer to shift position by a step or two so that the 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 must 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; it will make the ceremony far more effective and dignified.

Music

A selection of marches, bugle calls, the National Anthem, and other ceremonial music can be found on the websites of the various military bands; check to be sure it is in the public domain and that no permission is required to use it. Be sure that your 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

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 cover all the Change of Watch ceremonies. It is essential that arrangements be made early and coordinated in advance.
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.
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 a public recognition that new officers have assumed leadership responsibilities. Their pledges, spoken aloud before the assembled membership, mark their acceptance of the duties and responsibilities of their offices.
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 local traditional ceremonies to emphasize the passing of leadership and responsibility.
Scope	It is desirable, if practicable, to include all elected and staff officers in the proceedings. The pledges should be administered in the following order: a. FC and VFC b. Flotilla staff officers
Suggested Procedure	To emphasize the partnership between the Coast Guard and the Auxiliary, it is useful to have both represented in the ceremony. This may be done by having the senior Auxiliarist read the prologue, and the DIRAUX (or representative) administer the pledge. Both officers should memorize their parts or use scripts in large type to facilitate reading. Copies of the prologue and pledge may be found in Appendix J.

Certificates of Appreciation

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.

Remarks

It is appropriate that the outgoing and incoming FCs offer brief remarks, if they wish. Such comments should be appropriate for the occasion and promote cohesion and continuity. The thoughtful leader will have something appropriate to say, and sit down when it has been said.

E. Awards Ceremonies

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. Coast Guard Auxiliary awards should usually be presented at or near the end of the program. 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.
Preserving Surprise	Using surprise and other dramatic elements helps make the ceremony memorable. Keep plaques and trophies covered until the actual presentation is made.
Put Their Name Up In Lights	Use of presentation software has become commonplace in member training and public education. The same software can easily be used to flash award recipients' names onto a screen at the front of the room for everyone to see, as their names are read. The public display is a large part of the recognition given.
Coast Guard Auxiliary Meritorious Awards	As the busy activity season winds down and the election season nears, the thoughtful FC and VFC will reflect on the accomplishments of the flotilla's members and staff. If those accomplishments have been solid, they should nominate deserving members for appropriate meritorious awards. Excellent guidance is available on the Chief Director's website, and the DCDR should be able to offer helpful advice on how to write an award package.
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.
Presenting Meritorious Awards	Meritorious award presentations should follow this general outline: <ol style="list-style-type: none">a. The recipient is called forward to the quarterdeck, to be joined by the DCO (or senior Auxiliarist present), the FC, and the DIRAUX (or senior Coast Guard officer present). All face the audience.b. A member designated by the FC hands the award folder and the miniature medal to the DIRAUX or other senior representative.

- c. A narrator skilled at reading aloud then reads a duplicate copy of the award citation.
- d. During the reading, the DIRAUX and the recipient display the open award folder showing the citation and certificate.
- e. As the narrator finishes reading the citation, the DIRAUX hands the folder to the recipient, pins the medal, and shakes hands.
- f. All other accompanying officers on the quarterdeck shake the recipient's hand.

F. Flotilla Chartering Ceremony

Discussion

When the 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. Establishment of a new flotilla can be an important and exciting event and it is suggested the chartering ceremony 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.

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 officers by the master of ceremonies.
- d. DIRAUX reads the flotilla charter.
- e. Senior Auxiliarist present administers the prologue and pledge to all new members, everyone rises.
- f. Senior Auxiliarist present conducts the nomination and election of officers. Results are recorded on the Change of Officers Report form (ANSC-7006).
- g. Senior Auxiliarist present administers the prologue and pledge of office to newly elected officers, everyone rises.
- h. FC or DCO presents a unit flag, if available.
- i. DIRAUX presents United States flag, if available.
- j. Present plank owner certificates, if available

- k. In appropriate order, remarks by newly elected officers, VFC, FC, senior Auxiliarist present and DIRAUX.
- l. Entertainment, if planned.
- m. Adjournment of the meeting.
- n. Prologue and Pledge for New Members.

Pledges for New Members and for Officers

The prologues and pledges for new members and for officers may be found in Appendices I and J. Those administering the pledges should do so with proper regard for the importance and dignity of the occasion.

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 the United States Naval Institute, and may be ordered inscribed with the member’s name. Presentation of the certificates may 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.”

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. Introduction

The Revolving Door

Most flotillas do an acceptable job of recruiting new members. In flotillas where one or two members consciously apply their efforts to recruiting, the results can be far better, even astonishing. 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 fill out the paperwork, process the fingerprints, and wait out the approval, only to end up back at the same membership numbers. Tremendous effort is expended, and they're really just marking time. Across the Auxiliary nationwide, new enrollments have been running about twice the disenrollments each year. That means there's plenty of reason for hope.

Ounces of Prevention

Several perennial maladies can be prevented by simply 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. 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, and the process accelerates. When there is an expectation of personal growth and advancement, it gets easier to identify future leaders willing to serve in elected office. By treating new shipmates right, the flotilla makes an investment that will pay dividends for years.

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 sideline that should be left to the FSO-HR. While the human resources officer has a lead role, member development is everyone's job. As discussed in the first chapter, the first and primary mission of the Auxiliary is to attract, recruit, develop, train, nurture, and retain Auxiliarists for assignment to duty. This is our most important undertaking; if we work together to do it well, everything else will get better.

B. New Member Orientation

Off to a Good Start

One of the most important steps a flotilla commander can take is to appoint an FSO-HR who genuinely likes people, is committed to their well-being, knows how to make them feel at home, and who will follow through on agreements and commitments. Give every prospect the benefit of a thorough, honest application interview so they will have reality-based expectations. Conduct 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 the fledgling Auxiliarist get outfitted in an appropriate uniform.

Toward a Common Tongue

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

Personnel Security Investigations

In 2003, the Commandant mandated that all Auxiliarists undergo a Personnel Security Investigation (PSI) as a requirement for enrollment 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.
- 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 it 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.

New Member Training

New member training required as part of the application process is the prospect's first view of Auxiliary training. If the flotilla relies on self-study and self-testing using the online portal, it runs the risk of alienating the applicant 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 or other authorized person conducts the training and administers the exam in a caring, professional manner, it makes a strong first impression and gets the new member's Auxiliary education off to a solid start.

Application Pending (AP) Status

Depending on individual circumstances, a new member may spend several months in AP status, awaiting a security determination. It is essential that everyone associated with new member training understand that AP members are considered members, and can do nearly all the things that other members can. While Auxiliarists are in AP status, the following privileges and provisions apply:

- a. Auxiliarists in AP status shall be regarded as any other Auxiliarists in IQ, BQ, or AX 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. Auxiliarists in AP status are entitled to be placed on distribution for Auxiliary publications (e.g., The Navigator, district publications, flotilla newsletters, and other bulletins) to keep abreast of Coast Guard, Auxiliary, and general boating information.
- c. Auxiliarists in AP status 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. Auxiliarists in AP status may provide direct administrative support to Coast Guard units but must have the concurrence of the command to do so.
- e. Auxiliarists in AP status are not authorized to run for, accept nomination for, or hold any elected office. However, the DIRAUX or the Chief Director, as appropriate, may grant requests for waivers that are properly routed through the chain of leadership.

- f. Auxiliarists in AP status are not authorized to accept or hold any appointed staff office. However, the DIRAUX or the Chief Director, as appropriate, may grant requests for waivers that are properly routed through the chain of leadership.
- g. Auxiliarists in AP (or higher) status must pay annual dues as part of their enrollment.
- h. Auxiliarists in AP status may vote in any Flotilla matter.
- i. Auxiliarists in AP status shall be issued Member ID Numbers as part of the approval of their enrollment packages by the DIRAUX.
- j. Auxiliarists in AP status are not authorized to be issued an Auxiliary ID card. They may only receive an Auxiliary ID card upon receipt of a Favorable PSI determination.
- k. Auxiliarists in AP status may not be issued an Auxiliary Logical Access Credential (ALAC). By definition of ALAC authorization terms, an Auxiliarist must have received at least a Favorable OS PSI determination and have submitted either a NACI (if pursuing a DI PSI) or NACLIC (if pursuing a DO PSI) package in order to be authorized ALAC issuance.
- l. Auxiliarists in AP status 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. Auxiliarists in AP status 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. Auxiliarists in AP status are authorized to use Department of Defense (DoD) exchanges only when purchasing articles and accessories of the uniform. Since Auxiliarists in AP status will not have ID cards, they will not be able to make purchases at point-of-sale venues like DoD uniform shops. Auxiliarists in AP status 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, Auxiliarists in AP status must present a copy of the memo on Coast Guard letterhead from the DIRAUX notifying them of their AP status, along with a government-issued photo identification card (e.g., current valid State-issued driver's license).

- n. Auxiliarists in AP status may be administered the Pledge for New Members and presented with the Auxiliary membership certificate at an appropriate time and venue.
- o. Auxiliarists in AP status may fly the Auxiliary Ensign in accordance with Chapter 3 of the Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series).
- p. Auxiliarists in AP status may earn and wear appropriate Auxiliary and Coast Guard awards if they meet established award criteria. Appropriate AUXDATA entries shall be made to reflect these awards.
- q. Auxiliarists in AP status may participate on Auxiliary committees (e.g., Flotilla Change of Watch committee).
- r. Auxiliarists in AP status may participate in Auxiliary ceremonial events (e.g., Emcee of a Change of Watch; member of an Auxiliary color guard).
- s. Auxiliarists in AP status 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 for Auxiliarists in AP status as test results are similarly entered for any other Auxiliarists in IQ, BQ, or AX status.
- t. Auxiliarists in AP status may train in any program like any other Auxiliarists 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. However, Auxiliarists in AP status must successfully complete BQ status requirements in order to qualify in any Auxiliary program authorized for them.
- u. Auxiliarists in AP status 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. Auxiliarists in AP status may be qualified by the DIRAUX or appropriate qualifying authority in any program except as Coxswain and Personal Watercraft Operator (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 Fingerprint Technician. 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 Instructors 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 public affairs/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. Auxiliarists in AP status 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 received at least a Favorable OS PSI determination.
- x. Auxiliarists in AP status 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. Auxiliarists in AP status 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.

Initially Qualified When the AP member receives a favorable PSI determination, the DIRAUX will classify the member as Initially Qualified.

Becoming Basically Qualified (BQ) While waiting for a security determination, the flotilla should help the new member complete an authorized boating course (or challenge the exam). It can be embarrassing for someone in an Auxiliary uniform to be ignorant of boating safety fundamentals, and the training and public education staff officers should expedite the new member's eligibility for BQ once the security determination arrives. This practice will also hasten the day that the member can be certified in the vessel examination, surface operations, and other programs requiring BQ status.

C. Individual Development Planning

Commitment to Growth	The Coast Guard is fully committed to the personal and professional growth of all of our people, whether civilian, military or volunteer. Since learning and development in the Auxiliary occur primarily at the flotilla level, flotilla commanders are ultimately accountable for providing their members with developmental activities, identifying areas for improvement, and ensuring timely coaching.
Individual Development Plan (IDP)	The IDP is a personally tailored action plan that the flotilla commander and individual use 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, but also includes 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.
Delegation	The flotilla commander may delegate the management of the flotilla's IDP program to the FSO-HR, FSO-MT, or other seasoned member as counselor, 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.
Reference Source	Guidance for preparing an IDP may be found in Commandant Instruction 5357.1A, Coast Guard Individual Development Plan (IDP). This document may be downloaded from the Coast Guard Directives and Publications website, http://www.uscg.mil/directives/ . Please note that the IDP document is a Commandant Instruction (CI), not a Commandant Instruction Manual (CIM); the two categories are accessed separately on the "Directives" pullout.
Using the IDP	Both member and counselor should download CI 5357.1A and print Enclosure 3 and Enclosure 4. (You may disregard Enclosure 1 and Enclosure 2, which focus on enlisted Coast Guard members.) Members completing the form for the first time will be largely unaware of the missions, qualifications, and training the Auxiliary offers. It is the counselor's responsibility to assist with orientation and familiarization.

Maintenance and Tracking

It is essential that the flotilla commander or designated IDP manager maintain a rolling tickler file showing each member's next six-month IDP review date and ensure that the review interview be completed faithfully. If kept current and used as an active planning tool, the IDP will keep each member progressing toward goal fulfillment. If allowed to lag behind and given perfunctory effort, the IDP will become just another paperwork burden, hardly worth the effort.

Preparation for Leadership Roles

All members should consider themselves candidates for leadership in the flotilla, whether as elected officers, staff officers, or specialized subject-matter experts. Seek a more seasoned mentor who can provide advice and support, and 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

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 — even accelerating the professional growth — of experienced members. Individuals who share knowledge, experiences, and skills to benefit someone else provide valuable leadership. Mentoring is one of the Coast Guard’s 28 leadership competencies, and is found within the Leading Others category of the Leadership Framework.
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 be continually learning, we also learn through teaching others. Ultimately, the Auxiliary improves as an organization through the performance improvements of our people
Delegation	As with the IDP, the flotilla commander may delegate the management of the flotilla’s mentoring program to the FSO-HR, FSO-MT, or other seasoned member as coordinator, but should be aware of 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.
Reference Source	Guidance for preparing a mentoring plan may be found in Commandant Instruction 5350.24C, Coast Guard Mentoring Plan (IDP). This document may be downloaded from the Coast Guard Directives and Publications website, http://www.uscg.mil/directives/ . Please note that the document is a Commandant Instruction (CI), not a Commandant Instruction Manual (CIM); the two categories are accessed separately on the “Directives” pullout.
Duration of Relationship	The mentoring relationship is dependent on mutual trust, and can exist only with the consent of both parties. It need not be exclusive; both mentor and protégé may have other mentoring relationships. Especially when a member seeks qualification in two areas, it will likely be necessary to seek advice from more than one practitioner.
Mentoring for Qualification	Some Auxiliary qualifications (in the boat crew program, for example) 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 and is responsible for helping the candidate acquire the required skills and knowledge and assessing their readiness for examination.

Coaching	The term <i>coaching</i> is usually applied to situations where the coach provides both instruction and support. Typically the member being coached is uncertain of how to proceed, unclear whether the task is being performed correctly, and may be overwhelmed by the project. A successful coach must constantly observe the protégé's efforts and adjust technique as needed, while remaining positive and providing constructive feedback. A skilled coach can help the member develop both ability to perform the required tasks and the motivation to overcome the obstacles to success.
The Motivated Protégé	More experienced members are often highly motivated, and need a mentor who has experience and insight. An intensely motivational tone is usually unwelcome and counterproductive.
Value to the Mentor	Senior members usually find it highly rewarding to help others succeed, and are flattered to be asked. The level of time commitment is negotiable, and the agreement reached should be honored by both parties.

E. Diversity

Diversity Policy It is the policy of the United States Coast Guard Auxiliary to ensure that all citizens, regardless of race, gender, color, national origin, sexual orientation, age, religion, or physical or mental disability 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 work side by side with us as we serve the boating public. We build an appreciation of 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 our different backgrounds. We are committed to enjoying a diverse and inclusive membership. We all understand that diversity is not a problem to be solved, but that it is an asset to be developed.

Diversity as Stewardship People are the Auxiliary's most important assets. To reach maximum effectiveness, we must fully develop and use all the talents of each member, no matter how they may be different from the rest of us. Recognition and acceptance of our differences is one of the most important ways we demonstrate the Coast Guard core value of Respect.

Dimensions of Diversity When we talk about diversity, it is natural for us to think of big, obvious differences such as race, ethnicity, gender, and age. Society has changed dramatically within the last few generations; it has become unacceptable as a matter of law and Coast Guard policy to discriminate on the basis of those distinctions. We cannot tolerate such discrimination if it occurs. More commonly, we damage our flotilla's effectiveness by unconsciously discriminating against some members because of common, benign differences.

Diversity in the Flotilla What does an everyday diversity challenge look like? Here's an example. For most new flotilla commanders, the Auxiliary is their principal spare-time activity. When they realize that not everyone in the flotilla puts such a high priority on the Auxiliary, it sometimes comes as a considerable shock. Other disturbing facts may include:

- a. Not everyone has a boat, or plane, or radio facility, or even a car or computer. Some have one or two of these items, but not the others.
- b. Not everyone falls into the same age group, and sometimes they have different outlooks. (See the following section, Generations).

- 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, and not everyone has the physical capacity they used to have. Some members have apparently severe physical challenges, but 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 doesn't have or can't do to discover what they do have and can do. We will never have so many members with so many talents that we will be able to overlook or ignore someone willing to offer something, however small or insignificant it might seem. Because most flotillas are small, the differences may seem magnified, to the point that flotilla cohesion and effectiveness are destroyed. We mustn't let that happen.

The Golden Rule

Most of us are familiar with the Golden Rule, "Treat others as you would have them treat you." Such conduct is the minimum required of a respectful leader or shipmate. Wise leaders seek to apply the "platinum rule," by treating others as *they* would wish to be treated.

Value Every Contribution

It may seem trite to say that every member has value to the Auxiliary, but it's literally true. 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 Coast Guard Auxiliary, or pass along some good boating safety information. Other members come to occasional meetings, and sometimes help with social events. Maybe they only brought the cookies, but most of us enjoy a meeting a little more if someone brings cookies.

In each flotilla members toil anonymously, the satisfaction of a job well done their only reward. They may not have been a commodore or served on the district staff or pioneered an innovative training program. They may not have shiny braid on their visors or a big rack of ribbons on their chests, and they may not have smiled from the pages of the district magazine, but

still they serve. 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 maybe it's all they can offer. And when their few drops are combined with a few more, it makes a trickle. When the flotilla can assemble a trickle here and a rivulet there, it makes a respectable little stream. When we join all our efforts, great and small, across the breadth of the Auxiliary, a mighty river of volunteer effort surges forward to serve America. We can't afford to waste a drop.

**Help Everyone
Grow**

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 a qualification and begin to make a real difference.

F. Generations

A Powerful Form of Diversity

Many flotillas find that their membership is becoming younger than it has traditionally been. 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 the members and take those into consideration.

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 will yield a vast store of information on the subject.

How Can a Leader Use This Information?

Everything the 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 group to work together toward the objectives, monitoring and communicating the 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.

Learning to Cross New Barriers

For the Auxiliary to survive, much less thrive, younger members are essential. It is hard for older members to relate to and team effectively with younger ones, because their language, habits, and frames of reference are so very 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. The information on these pages is intended only to introduce the challenges of generational leadership, and invite acceptance of its importance.

**What Are Some
Generational
Differences?**

The table that follows provides a thumbnail sampling of some traits commonly observed among the six generations now active in the Auxiliary. The table contains sweeping generalizations that will not be true of everyone in each age group. Its purpose is to remind us all that we are different, and to use those differences in a thoughtful, respectful, and effective way. We must all remember that not everyone has lived the life we've lived, seen the things we've seen, or come to believe the things we believe. What makes perfect sense to us may be a mystery to others. The table that follows offers a glimpse at the reasons for these very real differences.

The Six Living Generations of Auxiliaries							
Generation and Characteristics	Formative Influences	Values	Communication	Rewards & Feedback	Motivators	Technology	Work Style
Greatest Generation (1901-1927)	Great Depression, World War II, austerity and sacrifice	Uniformity, frugality, cooperation, community minded; near-absolute sense of right and wrong	Children are "seen but not heard," introverted; formal correspondence	No news is good news, satisfaction is a job well done, one employer for life	Leadership by hierarchy, advancement by seniority	Newspapers, magazines, radio; party line phone; handwritten letters, travel by train	Resist change, avoid conflict, loyal, hard-working, sense of personal responsibility
Silent Generation (1927-1945)	Korean War, Cold War, McCarthyism, suburbs, post-war affluence	Ambitious, strong work ethic, loyal, delayed rewards, clear ideas of right and wrong	Formal, respectful, talk by phone or meet in person	Work is a privilege; your experience is respected	Top-down leadership; safety and security important;	Black-and-white TV; network news rotary phones	Value discipline, respect, self-sacrifice and common sense
Baby Boomers (1946-1964)	Civil rights movement, Vietnam War, sexual revolution, Woodstock, moon missions	Narcissistic, materialistic, personal growth, situational ideas of right and wrong	Informal, talk in person, watch for body language, establish rapport	Appreciate awards, praise, titles; dislike negative feedback	Leadership by consensus	Color TV, VHS cassettes, Touch-Tone phones, jet age	Workaholic, team player, importance of group culture
Generation X (1965-1979)	Soaring divorce rates, latchkey kids, AIDS, Watergate, fall of Berlin Wall	Independent, skeptical, informal, self-reliant, alienated and confrontational	Email is favorite medium, direct, blunt, and immediate	Don't need much feedback, prefer freedom, hate micro-management	Leadership by competence; loyal to individuals, not organization; like independence	CDs and DVDs, early personal computers and cell phones, cheap long distance	Flexible, informal, value result over process, value personal space
Generation Y (1981-1994)	9/11, global terrorism, helicopter parents told them they are special	Realistic, assertive, extreme fun, social life; respect authority, expect instant gratification	Email, text message, MTV, Facebook; face-to-face meetings are awkward	Used to everybody getting a ribbon, need hand-holding and accolades, not used to failure	Leadership by pulling together, prefer to work in teams, love a challenge	Haven't known a world without computers, plug and play technology	Open and collaborative, no boundaries or hierarchy
Generation Z (1995-)	Global financial crisis, dramatic changes in demographics, electronics replace toys	Highly tech savvy, comfortable with diversity	Twitter and Google; grade-schoolers have their own cell phone	"Likes," constant response and rewards, 140 characters	Constant stimulation; structured situations and teaching style of leadership	Smart phone, iPad, cloud storage	Ultimate multi-taskers

G. Succession Planning

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, at most, two years away. Who will be next? Who else is waiting in the wings, learning the necessary skills, attending the AUXLAMs course and studying on line, preparing to take the stage? Elected terms are limited, so we move up or move over. Either way, we have to train replacements so we can keep our organization alive and healthy.

Staff Succession

Because there are no term limits on 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, staff officers overstay their usefulness, but intimidate a succession of FCs into reappointing them. When that happens, the program suffers, morale declines, and potential successors lose hope and drift away. Planning for staff succession requires judgment, tact, and sometimes courage.

Qualifications for Succession

The basic requirements for each office are outlined in the Manual. 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.

- a. Potential successors can be more enthusiastic for a job, particularly flotilla commander, if they see the incumbent having fun helping the flotilla succeed. On the other hand, who can blame the flotilla members who see a sourpuss FC complaining constantly about the burdens of the position, and decide they want no part of such misery.
- b. Every job in the Auxiliary demands knowledge and skill that can only be acquired through mentoring, training, study, or all three. Many members come to the Auxiliary with professional background that translates directly of flotilla needs. For example, someone who works as an accountant might be a natural choice for finance officer. 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 Auxiliary Leadership and

Management School (AUXLAMs), 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 much. Flotilla commanders and vice commanders 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 flotilla staff officers, there is no prohibition against members assisting the incumbent in making the program successful. Serving an apprenticeship in such a role will prepare the member for greater responsibility, and is especially important for the more complex staff assignments.

**Fostering an
Attitude for
Personal Growth**

The flotilla commander should encourage, and every member 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 has a challenge in correctly donning a uniform, and needs patient counsel to develop the knowledge that everyone else seems to take for granted. The first months of membership are a fragile time, and must be handled with care, friendship, and understanding.

**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

Retention	Much is made of the importance of member retention, because the annual loss to disenrollment is impossible to ignore. Unfortunately, the word “retention” usually applies to the last-ditch attempt to get someone to pay dues before the axe falls. Sometimes people leave the Auxiliary for reasons we can’t control: they move away, they lose their job, they get sick, or even die. More often, unfortunately, we don’t do a very good job of integrating them into the Auxiliary and giving them what they joined to get.
Main Propulsion for Retention	Member involvement is the powerful engine behind good 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 when it’s time to write the dues check next time around.
Preventive Retention	There is a tendency to think of retention as a fall activity. The time for preventive retention is in the spring, when everyone’s interest in boating and all related activities is really beginning to blossom. March and April are times when most flotillas are training members for qualifications in the summertime activities. That’s the best time for the 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 get qualified and become active in a program, the odds are much better that they’ll be members for the long haul.
Why Members Leave	When asked why they were disenrolling, members give a variety of reasons. Some of them can’t be helped, but those cases are a minority. More common reasons include boring meetings, bad relationships, dirty politics, lack of training, cliquishness, arrogant officers, and a general lack of fun. If any of these sound familiar, the flotilla leadership needs to take prompt action to assess their leadership and program, consider the flotilla’s culture, and make appropriate changes.

I. Retirement

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.
Consider the Retirement Option	<p>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 appropriate. Retired benefits include:</p> <ol style="list-style-type: none">a. Authorized to wear the Auxiliary uniform with such insignia as the highest past office entitles at appropriate functions.b. May fly the Auxiliary Ensign on their own vessels as long as the vessel has successfully completed a Vessel Safety Check (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. Will no longer pay dues.f. May be placed on distribution for Auxiliary publications (e.g., flotilla newsletters) as the resources that support those publications allow electronic Auxiliary mailings and The Navigator magazine. 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.
Honor Their Service	Whenever possible, retiring members should be honored at an appropriate ceremony honoring and celebrating their service to the Auxiliary. The

guest list should include members of other nearby flotillas, as well as public officials and others with whom the member has worked while in the Auxiliary. Fifteen years of service is special, and deserves to be marked with an appropriate event. Carefully evaluate, with the DCDR and others in the chain of leadership, whether an award is appropriate to recognize the member's contributions.

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 take inspiration from them.

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Chapter 6: **Courtesy and Protocol**

Introduction This chapter describes courtesy and protocol for flotilla meetings and special events.

In this Chapter This chapter contains the following sections:

Section	Title	See Page
A	Introduction	6-2
B	Saluting	6-4
C	Flag Etiquette	6-7
D	Invitations	6-8
E	Duties of the Host	6-10
F	Formal Occasions	6-12
G	Introduction of Guests	6-13
H	Seating of Guests	6-16
I	Speaking Order for Guests	6-19

A. Introduction

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

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 rights of others and 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 civilian members of the Coast Guard family.

Traditions of Our Service The seagoing services, including the Coast Guard of which we are a part, share a body of rich traditions, 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 the active-duty Coast Guard, and observe certain customs, such as saluting the flag, when in uniform. At the end of a member’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.

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, and don’t feel slighted or snubbed. 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.

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 civilian 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 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

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. In military terms, the member is “covered.” When outdoors in uniform and wearing a hat, the hand salute is usually proper under the following conditions:

- a. Saluting is proper courtesy for Auxiliarists when greeting commissioned officers of the Armed Forces, including National Oceanic and Atmospheric Administration (NOAA) and the U.S. Public Health Service (USPHS), and giving an appropriate greeting.
- b. There may be occasions, when in uniform and covered, where courtesy and custom indicate 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 greetings such as, “Good morning,” “Good afternoon,” “Good evening,” etc. 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 6 paces (15 feet) from you, and hold the salute until the colors are 6 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 on board ship or at a military installation.
- f. Saluting is observed when boarding or leaving a military vessel. 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 they have returned your salute and given permission to leave, step to the gangway. As you cross the gunwale, turn and salute in the direction of 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.

How to Salute

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, such as "Good morning, sir," or "Good afternoon, sir," when addressing a senior commissioned officer of the armed forces. If carrying an object such as briefcase, purse, or umbrella, carry it in the left hand and leave the right hand free.

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.

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.

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, and sick bays. Ashore, wearing a hat into a military club room can be expensive, as the offender is customarily expected to buy a round of drinks for all present.

Indoors

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

- Introduction** Flotilla officers are primarily concerned with those rules of flag etiquette that pertain to display of the National Ensign at meetings and social events. The flag is often referred to by other names such as “color,” “ensign” and “standard.” Regardless of name, it is important that the flag always be displayed properly so as not to commit a breach of protocol. Protocol for flag display is contained in 4 U.S.C. 1.
- Displayed on a Wall** In a meeting room, when displayed flat behind the speaker's podium or FC's table, the flag should be placed above and behind the speaker with the union uppermost and to the audience's left. The union should be uppermost and to the flag's own right, that is, to the observer's left.
- 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 is the only flag that may be displayed behind and to the 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 Ensign, are placed to the audience's right. If the flag is displayed on crossed flagstuffs, the national flag 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
- Covering a Casket** When the 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 flag should not be lowered into the grave or allowed to touch the ground

D. Invitations

In General	For most flotilla social functions, invitations are issued by the FC. Two basic formats are usually 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 format may be used for such events as informal dinner meetings, rendezvous, picnics, etc.
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 DIRAUX and/or the Assistant DIRAUX, the DCAPT of the sector in which the flotilla is located, and the commanders of local Coast Guard units. At times, the Chief of the District Boating Safety Division and a special guest speaker may be included among honored guests.
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.
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.
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 a dress jacket.

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.

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

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 can 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.

Planning Ahead One secret of 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.
- 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 attendees 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 place 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, audio equipment, etc. are in place and in working condition.
- k. Assign a person to handle the sale of dinner tickets and to take care of any immediate cash expenditures.

Socializing

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

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.

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 ones 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

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.

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 and tells what the person's job is, e.g., Yeoman (YN), Storekeeper (SK), and 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 Officers.
- b. The district's Operations Training Officer (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. A commissioned officer, usually a Commander, is assigned as DIRAUX in each district.

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

*This symbol assumes that the individual is a Boatswain's Mate (BM). 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

Introduction of Senior Auxiliary Guests

Commodores are the only Auxiliary members with titles. Introduce formally as, “Commodore Sue Allen,” then in subsequent references say, “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.”

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 encouraged 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.”

H. Seating of Guests

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.

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.

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 will be seated at honors tables unless they have been invited to fill the role of guest speaker.

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 f b c a* d e j h i

Mix and Match Seating

Audience

g h d c a* b e f j i

Couples Seating

Audience

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 - Local Mayor, etc.
- 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.

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Chapter 7: Leadership

Introduction This chapter describes leadership development, skills, and practice.

In this Chapter This chapter contains the following sections:

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B	Leadership Fundamentals	7-10
C	Leadership Processes	7-12
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H	Qualities of a Good Leader	7-20

A. Introduction

What is Leadership?

The Coast Guard defines leadership as:

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

Developing and honing leadership ability doesn't 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, and requires continuous study, observation, and practice.

Resources

The Auxiliary's Training Directorate has developed a family of training schools and other resources to help you along your leadership journey, and any bookstore or library has plenty of books on every facet of leadership. To assist you in knowing and developing the skills and abilities needed at each step along the way, the Auxiliary Leadership Guidance Team has adapted the Coast Guard's Leadership Framework to reflect the competencies an effective Auxiliary leader needs. They are broadly divided into four categories and 28 competencies:

Leading Self

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

Leading Others

Effective Communication
Influencing Others
Respect for Others and Diversity Management
Team Building
Taking Care of People
Mentoring

Leading Performance and Change

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

Leading the Auxiliary

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

Most Auxiliary members have 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.		

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Self (continued)			
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 same 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
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 and 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.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
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 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.
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.	

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

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Performance and Change (continued)			
Management and Process Improvement	Plans and organizes personal work activities insuring 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.	
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.	

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
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.
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.
Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO

Leading the Auxiliary (continued)		
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 local, regional, and subject area communities. Understands national, local, regional and subject area 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.
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

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, <i>position</i> power, flows from the position the individual holds in the organization. The second, <i>personal</i> power, comes from the leader's personal qualities and attributes.
Position Power	One of the purest forms of position power is held by a military officer, whose orders have the force of law upon subordinates. No Auxiliary officer has that authority, and it is a serious error to behave as if they did. That doesn't mean, however, that an Auxiliary officer has no position power. After all, they have won an election or received an appointment to perform an important job, and most members will grant them respect and a certain measure of deference. 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 egotists, martinets, and petty dictators.
Personal Power	Personal power comes from one's personality, knowledge, skills, abilities, reputation, and fairness, among other things; it is bestowed by 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 will increase 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.
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 the members, 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. Unlike the military leader who is assigned to a position and periodically rated on performance by superiors, The FC is honored by selection, and then unofficially judged by other flotilla members. 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.

**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

- Starting Out** As a 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 only the most motivated and qualified people. Friends are fine, but not all friends are necessarily competent. 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.
- Staff Ground Rules** After appointing the flotilla staff, meet with them with the VFC present. Let the FSOs know how you plan to operate and what you expect of them. It is especially important that the 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 keep the VFC informed of their plans.
- 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 the flotilla program. How well the leader communicates intended plans and objectives may well determine the success or failure of the program.
- Careful Use of Position Power** Flotilla leaders are elected, which in itself conveys a message of legitimacy. Good administration requires that the leader consult with, listen to, and seek the advice of the 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 the 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 and professionalism in contacts with all flotilla members.

D. Human Relations Skills

Staying in Tune The successful leader uses human relations skills to work effectively and develop a cooperative spirit among members of the management team. Effective communication creates an atmosphere of empowerment and security, in which subordinates feel free 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. Leaders must keep themselves in tune with the expectations, goals, and feelings of the flotilla team.

E. Responsibility for Success

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

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 binding upon those involved. Lines of authority should be as definite and direct as possible. Problems arise and people are dissatisfied because of conflicting authority or lack of authority.

F. Follow Through

The Essential Follow-Through

History is littered with good ideas that failed because they weren't pressed to a successful conclusion. The 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 lagging performance and aid in on-time delivery. Tailor the follow-up to the member's talents and background; those with less experience might require closer supervision and support.

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 the 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 the trains running on time, it frees the FC to concentrate on where they should go.

General Responsibilities

The general management responsibilities for the FC usually include those listed below. As just mentioned, the VFC can lend valuable assistance in completing all the tasks.

- a. Planning includes identifying the Flotilla's mission objectives and procedures for mission accomplishment. In planning, the FC should:
 - 1) Recognize the need for a flotilla program.
 - 2) Recognize problems that might 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.

- f. Organizing is the process of gathering all resources available for implementation of a planned program such as personnel, facilities, supplies and equipment.
- g. Staffing is the assignment of qualified people to implement provisions of the planned program and make it work.
- h. Directing is checking to make certain that the flotilla staff and membership understand the purposes of the flotilla program and their roles in reaching program objectives.
- i. Coordination is ensuring that all concerned coordinate the activities within their functional areas with other staff members and with unit counterparts to achieve objectives of the flotilla program.
- j. Reporting is adoption of measures to ensure that FSOs and members properly report data for use in tracking progress toward the attainment of flotilla mission objectives.
- k. Budgeting is monitoring 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.

G. Leadership Styles

Be Yourself, But...	Each newly elected FC will develop a unique leadership style. But remember that volunteers respond better when they are asked rather than being 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 necessary to adjust your preferred leadership style to accommodate the differences among members in the flotilla.
Styles of Leadership	There are three fundamental leadership styles. Each has advantages and disadvantages, and each may be appropriate in certain circumstances and not in others.
Laissez-Faire	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 minimum 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.
Autocratic	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.
Democratic	Leaders who adopt the democratic style involve themselves directly as participating players in activities of the Flotilla. 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.

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 depart from the democratic style if another seems most appropriate.

H. Qualities of a Good Leader

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.

Desirable 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 and unbiased in dealing with other members.
- g. Be understanding of the weaknesses and failures of others.
- h. Accept the responsibilities of leadership.
- i. Be flexible to changing situations.
- j. 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 above all else.

Appendix A. Example Staff Appointment Letters

- 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). There are two enclosures to be sent with each letter; one lists general duties for all flotilla staff officers, and the other gives specific duties for each of the 17 authorized flotilla staff offices. Review the text of letter to determine whether amendments are needed for your locality. Sign the memorandum above the typed name in the “From” line.
- Duties of Offices** The duties of offices have been divided into two parts, to emphasize the position of each staff officer first as a flotilla 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 letter.
- Electronic Copies of Documents** Electronic copies of the appointment letter and duties may be found on the Training Directorate section of the Coast Guard Auxiliary website.

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



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16790
1 Jan YYYY

MEMORANDUM

From: M. L. Allen
Flotilla 1

Reply to
Attn of:

To: [Appointee name]

Subj: APPOINTMENT AS FLOTILLA STAFF OFFICER, [NAME OF POSITION]

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

1. In accordance with the applicable provisions of Ref (a), I hereby appoint you as Flotilla Staff Officer – [name of position] for the calendar year YYYY.
2. You are charged to develop and administer the flotilla's [name of program] 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. Specific duties of Flotilla staff members 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 United States Coast Guard, and executive direction from the Flotilla Vice Commander.
5. I am pleased to have you as a member of our flotilla staff, and look forward to a most successful year.

#

2 Enclosures

Enclosure (1)

General Duties of Flotilla Staff Officers

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

1. As a Flotilla officer, 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 DIRAUX, district board, and division board. Significant program modifications, except as set forth in the Auxiliary Manual and other relevant Coast Guard publications, must be cleared by the VFC.
4. Immediate supervisory responsibility for your office is vested in the VFC. Cooperate 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 whatever workshops or training programs 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. Be alert for any reports on problems with supplies from the Auxiliary National Supply Center that affect your area of responsibility. Bring these matters to the attention of the VFC.
15. 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 objectives established by the

flotilla. Maintain periodic review of achievements, compare with the progress made in previous years and report status at each meeting.

16. As a flotilla staff officer, 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 SO(s) (for matters concerning their particular areas).

Enclosure (2)

Duties of Flotilla Staff Officer Communications (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-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 the appropriate AUXINFO data at least quarterly to track the status of the flotilla's communications stations. When a weakness is observed, talk with the member. Request advice on the nature of the problem and offer assistance.
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-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.

Enclosure (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.
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 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.

Enclosure (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.

Enclosure (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 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 Flotilla Commander 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.
5. Provide data required for the annual financial report to the flotilla membership and DIRAUX's office.

Enclosure (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 investigations. Understand the abilities and limitations of members whose applications are pending (AP) and those who are initially qualified (IQ). Coach members in the nuances of the 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 is offered if appropriate.
5. Cooperate 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. Cooperate 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 the appropriate AUXINFO data at least quarterly to track the status of the Flotilla's membership recruiting and retention. When a weakness is observed, talk with the VFC. Request advice on the nature of the problem and offer assistance.

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

Enclosure (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 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.
2. Receive activity reports from flotilla members and check for errors and omissions, and enter all member data into AUXDATA.
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 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 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 and the procedures for members to follow when submitting AUXDATA-related forms.
7. Provide timely feedback to SO-IS concerning member-caused errors to reduce processing and transaction error recovery time.
8. Coordinate appropriate flotilla IS/AUXDATA matters with the DIRAUX's office.
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. 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's 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.

National Training Directorate

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 currency maintenance.
14. Keep FSOs informed of pertinent data regarding their program areas, and assist them in using AUXINFO to manage their activities.

Enclosure (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, 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 off in the right direction.
7. With help from the FSO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the flotilla's marine safety program. When a weakness is observed, talk with the member. 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 are given an opportunity to meet the requirements before season's end.

Enclosure (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 which 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 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 National Safe Boating Week. Work with and coordinate with neighboring FSOs-PA in this effort.
7. Assist the FSO-PE and FSO-VE with advertising and publicity.
8. Cooperate with the FSO-HR to publicize the Auxiliary and to attract new members.
9. Cooperate 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 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.
11. With help from the FSO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the Flotilla's public affairs program. When a weakness is observed within the flotilla,

talk with the member. 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.

Enclosure (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 Flotilla staff officers 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 off in the right direction.
6. Order material from the ANSC as required for the FC, VFC, staff, and members.

Enclosure (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 members of the flotilla staff 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 in the year.
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 BQ 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 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.
9. With help from the FSO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the flotilla's training. 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. When a weakness is observed within the flotilla, talk with the member. 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.

Enclosure (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 and Chart Updating Manual.
2. 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.
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 the appropriate AUXINFO data at least quarterly to track the status of the Flotilla's navigation systems program. When a weakness is observed within the flotilla, talk with the member. 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 the automated NOS 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 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 Aids to Navigation 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 aids to navigation 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.

Enclosure (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 off 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 the appropriate AUXINFO data at least quarterly to track the status of the Flotilla's Operations Program. When a weakness is observed within the flotilla, talk with the member. 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.

Enclosure (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 in 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. Cooperate 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. Cooperate 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. Cooperate 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 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 the appropriate AUXINFO data at least quarterly to track the status of the flotilla's public education program. When a weakness is observed within the flotilla, talk with the member. 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.

Enclosure (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 staff officers of the Flotilla, 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 DIRAUX review and approval procedures.
3. Ensure that all mailings made at government expense conform with the requirements contained in the Manual.
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. Cooperate 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 national 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 off in the right direction.

Enclosure (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 RBSPV program to ensure integrity and quality of customer service.
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 the appropriate AUXINFO data at least quarterly to track the status of the flotilla's recreational boating safety visitation program. When a weakness is observed within the flotilla, talk with the member. 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 they are contacted by a program visitor.

Enclosure (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 with appendices, 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 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.

Enclosure (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 off in the right direction.
6. With help from the FSO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the flotilla's vessel examination program. When a weakness is observed within the flotilla, talk with the member. 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.

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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.

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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: 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 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 privately with the VFC.

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 makes everyone uncomfortable. Even worse is to omit a distinguished visitor, or forget to introduce visitors altogether. An easy way to avoid these blunders 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 use 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 Staff Officers

_____, FC
_____, VFC
_____, IPFC
_____, 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:

Member dues (30 x \$30.00)	900.00
Pro rata dues (5 x \$ 10.00)	50.00
Sale of materials	100.00
Charges for meals at Change of Watch	400.00
Miscellaneous	100.00
TOTAL INCOME	<u>\$1,550.00</u>

EXPENDITURES:

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 expense	50.00
Cost of meals at Change of Watch	360.00
Office expense	50.00
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	80.00
TOTAL EXPENDITURES	<u>\$1,550.00</u>

Note that income and expenditures are equal. Income, particularly dues income, is fairly inelastic. The income from sale of meals will be nearly offset by the cost of the meals. The prudent Flotilla usually sets the meal cost a few dollars higher than the cost of the meals, including tips and taxes, to defray any unforeseen costs associated with the meeting.

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Appendix F. Sample Flotilla Financial Report

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)
Charges for meals	0.00	430.00	400.00	30.00)
Miscellaneous	<u>50.25</u>	<u>242.66</u>	<u>100.00</u>	<u>142.66</u>
TOTAL INCOME	\$ 97.83	\$ 1,648.29	\$1,550.00	\$ 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	0.00	50.00	50.00	0.00
Cost of meals	0.00	382.00	360.00	22.00
Office expense	15.26	38.23	50.00	(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>80.00</u>	<u>(80.00)</u>
TOTAL EXPENDITURES	\$ 140.15	\$ 1,363.42	\$1,550.00	(186.58)

Beginning checking account balance	\$ 2,321.04
Income deposited	97.83
Expenses paid	(140.15)
Ending balance	\$ 2,278.72
Savings balance	<u>4,321.87</u>
Total	\$ 6,600.59

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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 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 Mission Hours Report, ANSC 7046 PV's, ANSC 7038 VSC's, ANSC 7030 Activities, 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, & 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, Categories 01A, 02, Boat Crew HRS, 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.

- Seven (7) points for becoming AUXOP.
- One (1) point for submitting an article to a flotilla, division or district publication.
- Three (3) point for initial qualification of AUX APC.
- Four (4) points for initial qualification of Vessel Examiner (VE).
- Six (6) points for initial qualification of Instructor (IT).
- Four (4) points for initial qualification of Program Visitor (PV).
- Four (4) points for initial passing of Navrules test.
- Six (6) points for initial qualification of Crew.
- Seven (7) points for initial qualification of Coxswain.
- Seven (7) points for initial qualification of attaining the Trident Device
- Four (4) points for initial qualification of Air Crew.
- Two (2) points for all re-qualifications.
- One (1) point for all courses passed as are listed in AUXDATA.
- Six (6) points for qualification as a Personal Watercraft Operator.

OUTSTANDING NEW MEMBER AWARD

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

- Seven (7) points for becoming AUXOP.

- One (1) point for submitting an article to a flotilla, division, or district publication.
- Three (3) points for qualification in AUX APC.
- Four (4) points for qualification as a Vessel Examiner (VE).
- Six (6) points for qualification as an Instructor (IT).
- Four (4) points for qualification as a Program Visitor (PV).
- Four (4) points for passing the navigation rules exam.
- Six (6) points for qualification as Crew.
- Seven (7) points for qualification as a Coxswain.
- Six (6) points for qualification as a Personal Watercraft Operator.
- Four (4) points for qualification as Air Crew.
- One (1) point for all courses passed that are listed in AUXDATA.

Most Flotilla awards criteria rely heavily on data available from the FSO-IS, so it is only natural to make that key officer a member of the awards committee. The awards listed are only detailed by way of example, and should be modified to reflect the priorities of the Flotilla. Plaques are available for relatively low cost, and can be used to honor one or more runners-up for each award.

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: Apple Award for instruction, Traveler Award for RBS program visits, and the like.

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Appendix H. Rules of Order

Introduction

Any business meeting of the U. S. 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

Auxiliary Manual and Standing Rules

No Auxiliary unit may take any action in violation of the policies contained in the Manual, 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 Manual and the standing rules, as well as a reference listing the key points of Robert's Rules. The easiest way is to load them onto a laptop computer and take it to each meeting.

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 will be preserved.

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 when 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.

Parliamentarian

The FC may wish to appoint a member who is proficient in Robert's Rules 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.

**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

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.
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.
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.
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.
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.
Preliminaries	Most flotillas have, at the beginning of the meeting, certain preliminary formalities. These often include: <ol style="list-style-type: none">a. Pledge of Allegiance and Invocation.b. Introduction of bridge, members, and guests.c. FC and VFC reports.d. Approval of agenda (may be by unanimous consent, after members have the opportunity to offer any additions or amendments).e. Approval of minutes (likewise may be by unanimous consent).

C. Conduct of Business

- 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.
- 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 gets 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 asks: "Is there a second to this motion?" and gives the floor to the first member indicating a wish to do so. This member says: "I second the motion." If no one is willing to second the motion, the presiding officer declares that, "The motion fails for want of a second," and proceeds with the next order of business. If the motion is seconded, it enters the discussion stage.
- Discussion** After a motion has been made and seconded, the presiding officer should say: "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.
- Voting** There are two ways of bringing 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 "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 shall 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 tellers be selected 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.

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.

- 1) 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 "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 "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.

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 Manual 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 ask, “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 says, “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 Manual, 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 say, "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.

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

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?

Presiding Officer Closing Nominations

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

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

- Purpose** A Summary of Motions table is provided below for your convenience. 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 E.6.f), and whether the speaker or proceedings may be interrupted to present the motion. It is recommended that this be copied and carried to the meetings for a quick reference to parliamentary procedures.
- Limitations** This discussion and the table that follows 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.

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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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