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AUXILIARY DIVISION PROCEDURES GUIDE



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Subj: U. S. COAST GUARD AUXILIARY DIVISION PROCEDURES GUIDE

1. PURPOSE. This Publication is a general procedures guide for Auxiliary administration at the division level.
2. DISCUSSION. This Publication is designed as a "how to" guide for all Auxiliary elected and staff officers at the division level. It includes items that will help newly elected and appointed officers in the administration of their units. There are topics on protocol, finance, organization, administration and management, leadership and other pertinent information. Details are given throughout on procedures to be followed in complying with the Commandant's policy as found in the Auxiliary Manual, COMDTINST M16790.1 (series), and other appropriate Commandant Instructions.
3. POLICY. Auxiliary elected and staff officers at the division level are to use this guide to assist them in their duties.
4. REQUESTS FOR CHANGES. Units and individuals may recommend changes by writing via the chain of command to Commandant (G-NAB-1), U.S. Coast Guard Headquarters, Washington, DC 20593-0001.


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 ACTING CHIEF, OFFICE OF NAVIGATION
 SAFETY AND MARINE SERVICES

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INTRODUCTION

For newly elected officers and appointed staff Officers at division level, the assumption of duties and responsibilities of office can often be confusing and frustrating. Although serving as "volunteers", they are expected to follow policies established by the Commandant of the U.S. Coast Guard and the Coast Guard Auxiliary National Board.

The purpose of this publication is to provide guidance to division officers and make their transition to office easier and less confusing. Officers should use this guide for answering the administrative and leadership questions related to management at the division level of Auxiliary organization. It is hoped that the contents will assist in answering the "What do I do ?" and "How do I do it ?" questions which often arise.

Newly elected division officers will normally develop their own leadership style and image. However, they should keep in mind that volunteers respond better when "asked" rather than when "told" to perform a task. They may also find it necessary to adjust their leadership style to accommodate the differences of members they work with on a daily basis and the flotillas assigned to the division. The needs and problems of people and units will often vary due to the influence of geographic location, environmental and economic factors, and the extent of previous experience and training.

It is hoped that the contents will assist division captains in making wise and timely decisions. It should help all elected and appointed officers at the division level in planning, organizing, directing and supervising an effective program of activities.

Chapter 1. DIVISION ORGANIZATION

A. INTRODUCTION.

1. The division is a chartered unit that comprises one of the most essential administrative and supervisory elements of the Auxiliary organization. The division provides administrative and training support to five or more flotillas and promotes national and district policy. The division board performs these duties through coordination to promote Auxiliary policy within the division.

2. As indicated in the sample division organization, Figure 1 below, the Division Captain (DCP) leads and manages the division organization in the performance of its administrative, supervisory and functional relationships with assigned flotillas. The Division Vice Captain (VCP) acts as chief of staff, coordinating staff actions, reviewing staff reports and advising on matters pertaining to staff functions.

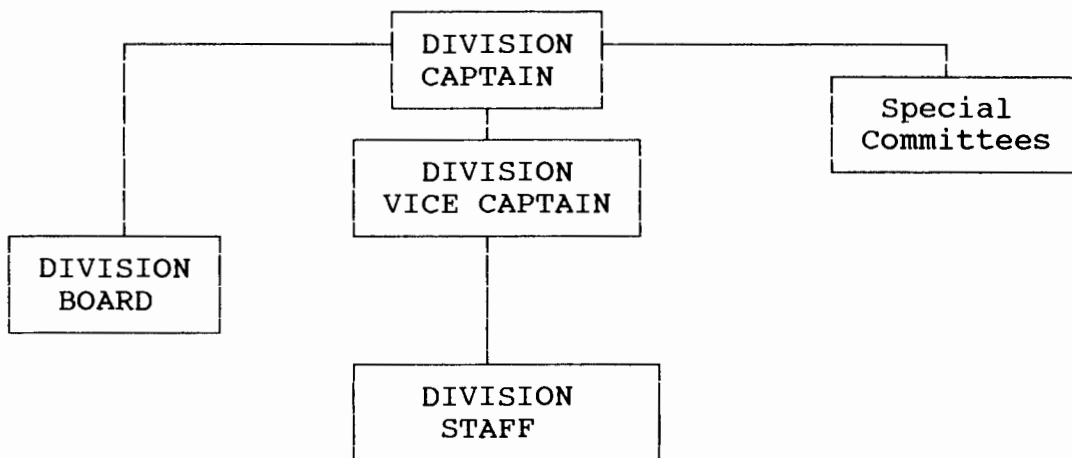


Figure 1. Sample Division Organization

3. To ensure maximum effectiveness in the implementation and accomplishment of Auxiliary programs, flotillas within the same general geographic area are normally grouped under division control. Geographic areas and boundaries of divisions are established by the district director for administrative purposes and usually defined in the division charter. Areas and boundaries should not be considered inflexible. Auxiliary units within close proximity of each other, regardless of division affiliation, should coordinate and cooperate in planning locations for courtesy marine examination stations, establishing public education courses, performing patrols and in recruiting new members.

A. 3. (Cont'd) This cooperative relationship between divisions and flotillas is particularly desirable in geographic areas where there is a high density of population, and an extensive amount of recreational boating activity.

4. In some large auxiliary district, divisions are assigned to an area that corresponds to a specific locale or geographic area. In other auxiliary districts, divisions are assigned to geographic areas that generally conform to the areas of responsibility (AOR's) of Coast Guard Groups. This provides for the coordination and control of Auxiliary activities. Under such circumstances, a District Rear Commodore (RCO) for a geographic area may be established by the district.

B. THE DIVISION BOARD.

1. The division board is comprised of the division captain, the division vice captain, the immediate past division captain (IPDCP) and the flotilla commander (FC) of each flotilla within the division. The division board establishes local administrative policies, procedures, and methods for the management of division programs and activities. These must not conflict with policies and directives issued by the Commandant, national or district authority. Each member of the division board has one vote on all matters presented to the board for action. The District Commodore (DCO) is an ex-officio voting member of all division boards in the district when in attendance at a meeting. The DCO may delegate this voting privilege as described in the Auxiliary Manual.

2. Members of the division board constitute more than just a group with administrative responsibilities. They are also the elected representatives of flotilla members. As such, they reflect the needs and opinions of their members when voting on policies and procedures within guidelines established by the Auxiliary Manual. Within these processes, the division captain is only a voting member of the board. Ultimate authority of the division captain rests upon the ability of the DCP to earn the respect of division board members through the application of effective human relations, accepted leadership principles, and exemplary personal performance.

3. Meetings of the division board are held periodically, preferably on a monthly basis, in accordance with division standing rules. Special meetings may be called by the DCP. When deemed necessary, the DCO and/or the director of auxiliary (DIRAUX) may call a special meeting of the division board. An agenda for each meeting of the division board is prepared and distributed by the division captain.

B. 3. (Cont'd) The division captain or vice captain must be present in order for business of the division board to be conducted. In instances where this is impractical, the routine business of the division board may be transacted by mail. Regular annual elections may not be held by mail or telephone.

4. Since the division organization exists primarily to provide Flotillas with administrative and training support, the division board through effective coordination and communication seeks to:

a. Promote Auxiliary policy and programs within the division and its flotillas.

b. Assist the Director of Auxiliary in administering and fostering growth in Auxiliary membership.

c. Organize and promote division activities.

d. Conduct the election of division officers.

C. DIVISION ELECTED OFFICERS.

1. The Division has two elected officers, the division captain (DCP) and the division vice captain (VCP). The division captain is elected to office by members of the division board for a regular term of one year, and may be reelected to serve for four terms, provided no more than two are consecutive. Transfer to another division initiates a new series of terms. The division vice captain is elected to office by members of the division board for a regular term of one year, with no limitation on the number of terms authorized. Both the division captain and the division vice captain serve as voting members of the division board.

2. The division captain is elected by the board, whose membership includes the flotilla commanders. The division captain, therefore, is responsible for implementing policies and actions adopted by a majority of the board. Any influence which the division captain has on the board must be achieved through effective leadership and respect. The division captain must create a positive leadership image and use personal prestige to influence board members to work together as a "team".

3. The division captain may appoint committees composed of board members to accomplish a specific intended purpose. In such cases board members temporarily perform staff functions and then revert to line members when the task is completed and the final recommendation is submitted by the division captain to the board for action.

4. Eligibility requirements are the same for both the division captain and division vice captain. Both must be present or past regularly elected members of the division board, active for the twelve months preceding the division election and current in requirements or designation as Vessel Examiner, Instructor, or in operations. Any member transferring from another division of any district is also eligible as a candidate provided these requirements have been fulfilled in the previous unit.

5. The annual election of division officers must take place on or before 20 November, but following the election of district officers. The division election date must be approved by the district commodore and the district director for planning purposes. Procedures for conducting the annual division election should be set forth in the division standing rules and meet the prescribed policies for elections set forth in the AUXILIARY MANUAL, COMDTINST M16790.1 (Series), hereafter referred to herein as the "Auxiliary Manual".

D. DUTIES OF THE DIVISION CAPTAIN.

1. Duties and responsibilities of the Division Captain, consistent with provisions of the Auxiliary Manual, are as follows:

- a. Exercise administrative and supervisory responsibility over programs and activities of the division and its units.
- b. Select and appoint members of the District Staff.
- c. Implement national, district, division and Coast Guard policies and programs within the division and its units.
- d. Assume the custody of and the accountability for property issued to the division from Coast Guard resources, and for property purchased with district and division funds.
- e. Review appropriate Auxiliary Mission Information System (AUXMIS) data reports, and data from staff reports on a periodic basis to track the status of division and flotilla progress in the achievement of district assigned mission objectives.
- f. Prepare periodic reports related to division progress in program and activities for the information and use of the district commodore and the district director of auxiliary.

- D. 1. g. Maintain records and files as required for effective division administration.
- h. Appoint standing committees and other committees as may be required.
- i. Arrange for an annual audit of division financial records and funds and for the preparation of annual required financial reports.
- j. Maintain close liaison with the elected officers of the flotillas and schedule periodic visits to these units to determine their needs and assist in resolving their problems. As a courtesy, unit visits should be previously coordinated with flotilla commanders.
- k. Establish liaison with nearby Coast Guard units and pay courtesy visits to Coast Guard unit commanders or officers in charge.
- l. Attend and preside over meetings of the division board and notify the division vice captain when attendance is not possible.
- m. Maintain close liaison with the elected officers at the Auxiliary district level and attend all meetings of the district board. Advise the district commodore when it is not possible to attend.
- n. Prepare an article for each issue of the division publication to give guidance and information of general nature and interest to all members of the division.
- o. Encourage fellowship activities within the division that will enhance teamwork, friendship and cooperation between flotillas and performance on the part of members.
- p. Upon expiration of term of office, or when so directed by proper authority, conduct a physical inventory of division property and records, conduct an audit of division funds and transfer all property, funds and records to your successor. It is desirable to have your successor participate in these actions when that person is available.

E. DUTIES OF THE DIVISION VICE CAPTAIN.

1. Duties and responsibilities of the division vice captain, consistent with provisions of the Auxiliary Manual, are as follows:

- E. 1. a. Exercise immediate supervision over the division staff and their activities. Ensure that recognized programs are carried out in accordance with existing policies and with an acceptable standard of quality.
- b. Receive reports from staff officers. Review and initiate action as required, keeping the division captain informed of measures taken.
- c. Assist the division captain in the performance of duties including the conduct of division board meetings. Preside over such board meetings in absence of the division captain.
- d. Chair committees in accordance with division standing rules or when so directed by the division captain.
- e. Be familiar with the duties of each staff officer and be prepared to coordinate staff requirements for support of division sponsored workshops and training courses.
- f. 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 division level.
- g. Attend district conferences, area meetings, and district board meetings, keeping the division captain advised when attendance is not possible. When representing the division captain at meetings or functions, the vice captain is authorized to vote for the division captain.
- h. Prepare an article for each issue of the division publication to give guidance and information of general nature and interest to the members of the division.
- i. Encourage and participate in fellowship activities within the division that will enhance teamwork, coordination, and friendship between division members.
- j. Upon expiration of your term of office, or when so directed by proper authority, turn over files and other records of the office to your successor.

F. THE DIVISION STAFF.

1. To implement Auxiliary programs, the division captain may appoint a division staff consisting of up to fourteen (15) officers to assist the division board in the discharge of their administrative and supervisory duties.

- F. 1. (Cont'd) Auxiliarists appointed as district staff officers (SOs) may participate during board meetings, however, they have no voting rights.
2. Each staff officer is responsible for the general management and supervision of a specific functional area included in Auxiliary national, district, and division programs. The division staff positions to which appointments are authorized and their acronyms are as follows:

Member Training (SO-MT)	Public Education (SO-PE)
Operations (SO-OP)	Communications (SO-CM)
Publications (SO-PB)	Public Affairs (SO-PA)
Finance (SO-FN)	Materials (SO-MA)
Career Candidate (SO-CC)	Vessel Examination (SO-VE)
Secretary/Records (SO-SR)	Aids to Navigation (SO-AN)
Information Systems (SO-IS)	Member Resources (SO-MR)
Marine Dealer Visitation (SO-MV)	

3. It is recommended that new members with less than six months of experience not be considered for staff positions at division level. Members with previous experience as an elected or staff officer at flotilla level should be considered. When lack of qualified personnel or applicants prevents the filling of all division staff positions, it is essential that priority be given to appointments for the following: Public Education, Vessel Examination, Operations, Member Training, Member Resources, and Information Systems. The division captain is responsible for performing the staff duties of those staff positions that cannot be filled.

4. Division staff officers are the "eyes and ears" of the division captain and the division board. Their duties include the providing technical advice and assistance to flotillas and comparable flotilla staff. They provide functional supervision in their specific staff area.

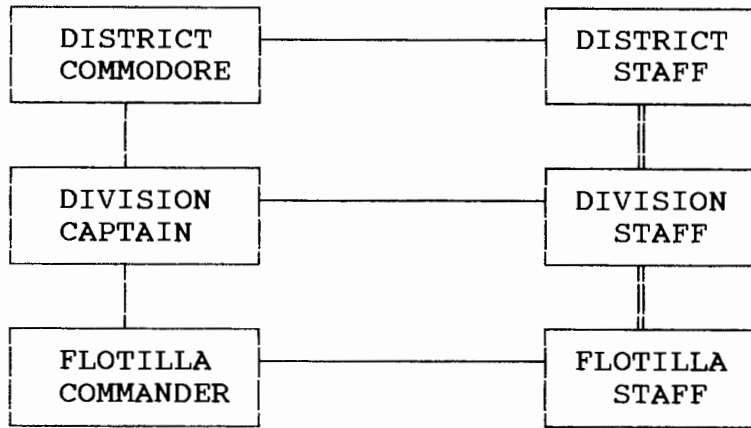
5. Staff officers are appointed for a one year term by, and serve at the pleasure of, the division captain. They may be removed from their position should the appointing officer feel it appropriate. The appointment of, and delegation of duties, to each staff officer must be in writing. Sample appointment letters and suggested duties for each staff office are contained in Enclosure 1). Staff duties are purely administrative and not legislative. The staff implements policy. It does not make policy! Policy making at division level is the prerogative of the division board, which operates within the guidelines set forth in directives and standing rules of the national and district boards, the Auxiliary Manual and other applicable directives of the Commandant of the U. S. Coast Guard.

F. 6. The delegation of authority to staff officers does not relieve the division captain from responsibility as the unit's leader. The division captain shall ensure that any authority delegated is properly exercised and that instructions are carried out. The division captain is ultimately responsible for success or failure of the division in performing its assigned missions and objectives.

G. AUXILIARY CHAIN OF COMMAND.

1. Division relationships with the district level and with its flotillas are coordinated through an Auxiliary chain of command. This method of operation follows the organizational concept that elected officers at each level are responsible to elected officers at the next higher level for the organizational elements they represent, by virtue of their elected office. The term "chain of command" as used in the Auxiliary bears no relationship to its use in a military organization, where the word "command" may relate to an order given by lawful authority which must be obeyed. In the Auxiliary the term "chain of responsibility", rather than "chain of command", would more aptly describe the system of managerial and supervisory authority, which establishes a channel for effective and efficient communication between higher and lower organizational elements.

2. The Auxiliary is an organization of volunteers and for this reason application of the authoritarian term "order" is inappropriate, and should be replaced by the more suitable term "request". Division elected officers will achieve better results through "asking" rather than "commanding" others to perform tasks. The division captain occupies a middle position in the chain of command, passing information up and down between flotilla and district leaders. Division and flotilla commanders are expected to use the chain of command for airing their concerns and those of members to higher authority. This policy recognizes that the experience of elected leadership offers the greatest potential for the expeditious resolution of problems. In the best interest of the Auxiliary organization and established administrative procedures, it is important that division elected officers follow and respect the Auxiliary chain of command channel shown in Figure 2 below.



Chain of Command: _____

Parallel Staff Channel: =====

Figure 2. Channels of Communication

H. PARALLEL STAFFING.

1. The Auxiliary is organized and administered under the concept of parallel staffing. Division staff officers use this accepted channel for the administration of Auxiliary missions and programs, passing information upward to counterpart district staff officers (DSOs) and downward to counterpart flotilla staff officers (FSOs). Perhaps the term "chain of communications" would be more fitting for this channel. Within their respective staff areas, staff officers have the responsibility for facilitating the achievement of missions and programs assigned to the division and its units through use of the parallel staff channel.

2. Division staff officers should communicate, on a frequent basis, with staff counterparts at higher and lower levels of organization regarding the activities in their functional area. They should acting as a "go between" of the district and flotilla staffs. For example, the District Member Training Officer (DSO-MT) may pass information concerning training matters down to the Division Member Training Officer (SO-MT) for delivery to the Flotilla Member Training Officers (FSOs-MT). In similar manner, information may be passed from the flotilla up through the division to the district. It is essential that the division staff officer forwards this information. DO NOT BREAK THE CHAIN! The parallel staff channel for division communications is shown in Figure 2, above.

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Chapter 2. DIVISION ADMINISTRATION

A. INTRODUCTION.

1. As soon as possible, following a division election, the division captain (elect) should start "getting ready" for the ensuing term of office and the assumption of duties and responsibilities that lie ahead. These early actions should assist in dispelling uncertainty and in building confidence in the newly elected leader. It is important for the new DCP to get a "good start" during the transition period and build a foundation of understanding and knowledge regarding the position to which elected. Confidence on the part of the division captain could have a positive influence on the performance of the incoming division vice captain, the division board and the division staff.

2. If the division captain has previously received training and guidance in duties of the higher office, while serving as division vice captain, the task of assuming a higher leadership role may not be as demanding. Division captains should constantly communicate and share with their vice captains information concerning division management and administration. It is also a good policy for them to seek advice of the VCP with respect to decision making, program planning, and staff appointments.

B. TRANSITION PROCEDURES.

1. Once the election process has been completed, and prior to December 20th, the division captain (elect) should perform the following immediate tasks to acquire background information and to "get ready":

a. Obtain records from the outgoing division captain so as to provide continuity and consistency in the transition of old to new administration.

b. Ensure that the outgoing division captain has conducted an audit of division financial records prior to their transfer.

c. With the outgoing division captain conduct a joint physical inventory of division property and transfer property records. Obtain in writing an explanation for damaged or missing items from the outgoing division captain.

d. Review past division record files covering policy, minutes, correspondence, property, statistics, programs, finances, training, mission objectives, fellowship activities, and unit history.

- B. 1. e. Read the division standing rules to become familiar with actions and deadlines required of the DCP.
- f. Read the Auxiliary Manual to become familiar with overall policies and procedures related to Auxiliary management and administration.
- g. Read directives and publications related to Auxiliary activities issued by the district commander, the district director, and senior Auxiliary officers.
- h. Plan a tentative program of activities for the coming year to be finalized following input from the newly elected division board and the new division staff.
- i. Interview, select and appoint staff officers and members of standing committees for the coming year.
- j. Schedule meetings with the division vice captain, each member of the newly elected division board, the newly appointed staff, the newly elected district area rear commodore (if applicable), and the host of the division meeting location.
- k. Meet with the past division captain and newly elected flotilla commanders to discuss AMOS Objectives assigned to the division for the coming year and prepare a fair sub-allocation of these objectives to each flotilla.
2. Immediately following the appointment of staff officers, and prior to December 20th, the division captain will complete and forward through, established channels, to the district director the Auxiliary - Annual Unit Officer Report - CG-2738A. The names of all officer assignments, for positions that have been filled, should be entered on this form. All positions filled by later appointments will be reported to DIRAUX on the Auxiliary - Change of Officers Report - CG-2738.

C. PROGRAM PLANNING.

1. The variance of geographic and climatic conditions among districts and within their respective areas makes it difficult to devise a program and timetable that would be equally appropriate for all divisions. However, a program of annual activities should be completed and presented to the division board for approval as soon as possible following installation of newly elected officers and the newly appointed staff. It is recommended that division captains refer to Chapter 2 of the Auxiliary Manual for information and guidance prior to the preparation of a division program of activities.

- C. 2. Initial planning of a program should begin once the election is over. The program should include those functions, activities and deadlines that will assist in accomplishing missions and objectives assigned to the division by district and national authority. Further, the program must reflect activities adopted by the division board and consider the administrative and supervisory responsibilities of the division. Items on the following checklist may not necessarily be applicable to all divisions, however, division captains may wish to consider them in planning:
- a. Prepare a schedule of dates, times and locations for Division Board Meetings for the year.
 - b. Prepare a schedule of visits by elected and staff officers to flotillas for the year.
 - c. Prepare a schedule of staff meetings for the year.
 - d. Plan and schedule "Counterpart Workshops" by selected division staff officers to provide orientation, guidance and training to flotilla staff officers. Such "how to" workshops can be useful for establishing rapport, coordination, and cooperation between division and flotilla staff officers. These meetings are also an excellent forum for the exchange of ideas, the answering of questions, and the solution of problems. It is essential that workshops be conducted by the following division staff officers; SO-PE, SO-MT, SO-OP, SO-VE, SO-PA, SO-MR, SO-IS and SO-CC. It is also desirable for all workshops to be given during the first quarter of the year.
 - e. Prepare a board meeting agenda format and a seating plan for the board and staff members at business meetings.
 - f. Issue instructions to flotilla commanders and members of the division staff covering the format, contents and time of submission for reports required by the division. Reports will normally be addressed to the division captain. For a sample Flotilla Commander Report and Division Staff Officer Report, see Enclosures 2 and 3.
 - g. Prepare an attendance "check-off form" for division board meetings containing the names of elected and staff officers, members of the board, and spaces for entry of visitor's names. For a sample division Meeting Attendance Check-off Form, see Enclosure 4.

- C 2. h. Plan a division wide program of social activities for the year to promote friendship, coordination and fellowship, between the division and its flotillas. Include a flotilla sponsored social activity at each division board meeting and rotate this responsibility between units.
- i. Prepare an annual division calendar of events and activities and a monthly schedule of these for reference purposes.

D. STAFF MEETINGS.

1. The division captain should meet with the staff at the beginning of the year to discuss leadership style, expectations, operating methods, administrative procedures, communication channels, general staff functions, reporting procedures, and flotilla visits. At this meeting the DCP should make clear to the staff, what their relationship will be with the division vice captain and what the VCP's responsibility as Chief of Staff will be. Frequent meetings of the staff, at least on a quarterly basis are desirable, to check on programs and evaluate unit progress. It is especially desirable that a mid-year meeting be held for this purpose. The division vice captain should preside at staff meetings with the division captain sitting as an ex-officio member.

E. STAFF PLANNING.

1. Planning by the division staff involves the division wide programming, coordination and functional supervision of flotilla activities. Duties of the staff are purely administrative, not legislative. Policy making is the prerogative of the division board, acting within the guidelines and standing rules of the district, the national board, the Auxiliary Manual and other applicable Commandant directives. More exact duties for each individual staff officer are included in Enclosure 1.

2. Using the parallel staffing channel for communication, division staff officers should develop a friendly working relationship with their counterparts at district and at the flotillas. Immediately after assuming office, counterparts should be furnished a mailing address and telephone numbers for communication purposes. Correspondence should pass directly from the division staff officer to the district staff officer, with an information copy to the division vice captain. As Chief of Staff, the VCP is responsible for keeping the DCP informed regarding any important information contained in such correspondence.

E. 2. (Cont'd) It is also considerate and helpful for division staff officers to provide their district counterpart with a copy of any staff report submitted to division elected officers and/or the division board.

3. The staff provides supervision over a specifically authorized functional or activity area, and is granted authority commensurate with responsibility for these duties. Flotilla functions and activities may require overall coordination to accomplish the following purposes:

a. Public Education. The SO-PE collects information from flotilla counterparts and prepares a division schedule of course offerings within the division 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 flotillas to eliminate friction, duplication of effort and misunderstandings that might arise between units.

b. Member Training. Advanced specialty training leading to AUXOP member status is an important part of the Auxiliary program. The SO-MT is responsible for preparing an annual division level plan for the specialty training of flotilla members, when such cannot be offered at the unit level due to lack of qualified instructors, training facilities, etc. This officer must also prepare a master list of training courses offered by flotillas so members may enroll in those not offered their own unit. General information regarding in-flotilla training and any required annual workshops (seminars) may also be passed by the SO-MT to unit FSOs-MT.

(1) In coordination with the SO-OP, the SO-MT also plans for the annual training and examination of members wishing to qualify as crew members, vessel operators or coxswains under the Auxiliary Boat Crew Qualification (BCQ) Program. This task may involve the planning of division sponsored land based and/or water exercises for member participation, and/or planning for the involvement of members in area or district sponsored training and examination exercises.

c. Vessel Examination. The SO-VE should proceed to collect information early during the year from each flotilla concerning the location of marinas, launching ramps, shopping centers, etc. where courtesy marine examinations should be conducted. Following consultation with flotilla commanders, a division plan that lists all locations for CME stations and coordinates efforts should be prepared.

E. 3. c. (Cont'd) This plan should provide for the assignment of examiners to all sites through the cooperative effort of all division units. The SO-VE should work to eliminate jurisdictional disputes, friction, and duplication of effort between flotillas concerning the location and manning of vessel examination stations.

d. Operations.

(1) Surface and air operations must be coordinated by the SO-OP to ensure that patrols are properly allocated and scheduled and that the required number of surface and air facilities are available to carry out Coast Guard support requirements. This officer is normally responsible for preparing a division program for the assignment of patrol dates, times and areas to flotilla operational facilities during the boating season. The number of patrols allocated to flotillas should equal the number of patrol missions assigned to each unit for the year under the Auxiliary Mission Objective System (AMOS).

(2) In coordination with the SO-MT the SO-OP also plans for the annual training and examination of members wishing to qualify as crew members, vessel operators or coxswains under the Auxiliary Boat Crew Qualification (BCQ) Program. This task may involve the planning of division sponsored land based and/or water exercises for member participation, and/or planning for the involvement of members in area or district sponsored training and examination exercises.

(3) The preparation of a division-wide disaster emergency plan as set forth in the AUXILIARY OPERATIONS POLICY MANUAL, COMDTINST M16798.3(series), in coordination with Coast Guard Group and District Command requirements is also a function of the SO-OP. This planning also involves the coordination of communications requirements with the SO-CM and the provision of guidance to flotillas so their plans meet the requirements of division, group and district emergency plans. For a sample Division Disaster Emergency Plan see Enclosure 5.

e. Public Affairs. The SO-PA should prepare a division-wide plan for use in publicizing public service activities of flotillas within the division area. This planning involves the collection, preparation and distribution of information and schedules to the media

E. 3. e. (Cont'd) and at boat shows and boat ramps concerning boating courses, vessel examination stations, and membership in the auxiliary. Collected information pertaining to flotilla activities should also be furnished to the DSO-PA and state and county authorities for inclusion in their public service publications. Further information for the guidance of SO-PA's may be found in Paragraphs 5.I and 5.J of the Auxiliary Manual and in the PUBLIC AFFAIRS OFFICER'S GUIDE, COMDTINST M5728.3 (Series).

f. Communications. The SO-CM, in coordination with the SO-OP and Coast Guard commands, prepares a division-wide plan for radio communication between division's land based and mobile radio facilities and Coast Guard Group radio facilities. Division communications planning should also conform with requirements of emergency plans issued by higher level Auxiliary and/or Coast Guard authority.

g. Career Candidate. Immediately following appointment to office the new SO-CC should confer with the past SO-CC to determine the extent of prior year planning for the recruitment, and selection of Career Candidates to meet current year requirements of the Academy Introduction Mission (AIM) Program. A listing of all secondary schools within the division area should be prepared and each school should be assigned to a specific flotilla for visitation and recruitment of candidates. Since planning for the Career Candidate program begins in the fourth quarter of the calendar year, it may be necessary for the outgoing SO-CC to prepare an annual plan for use of the following year SO-CC.

h. Aids to Navigation. From Coast Guard authority, usually the district or group, the SO-AN obtains information and data concerning federal, state and privately owned aids to navigation for which the division is responsible. A number of these aids is then reassigned to each flotilla with responsibility for inspection and reporting during the year on their condition and the accuracy of their location.

i. Member Resources. The SO-MR prepares a division-wide plan for obtaining new members and the retention of currently enrolled members. This plan should provide guidance to FSOs-MR on the techniques and procedures for using public education classes, vessel examination stations, boat shows, boating booths, etc. as locations for the recruitment effort. Emphasis must also be placed on the importance of early training of new members and their early participation in flotilla activities.

- E. 3. j. Information Systems. The SO-IS must develop a division-wide plan for the periodic collection and reporting of data concerning the accomplishment of the flotillas assigned AMOS objectives. 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 FSO-IS.
- k. Materials. The SO-MA coordinates and orders materials for division activities such as boat shows, CME stations, and division sponsored member training and public education courses.

F. COMMITTEES.

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

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

2. To prevent misunderstanding as to who is in charge, the division captain should, at the time a committee is appointed, specify whether the committee chairperson will report to the DCP or VCP. In some situations, the VCP may be designated as the committee chairperson.

3. Committees which are of a continuing nature are often called standing committees and their duties may be set forth in the division standing rules. Others may be created to handle a specific activity or event. The division captain is an ex-officio member of all committees.

G. FINANCIAL REQUIREMENTS.

1. Dues.

a. Although the Auxiliary is a non-profit organization, the functional responsibilities of the division cannot be properly discharged without monetary considerations. A certain amount of income is necessary to cover administrative costs, supplies and the preparation and distribution of division publications and memoranda to flotillas.

b. Most, if not all, income at division level is obtained from a share of membership dues collected by each flotilla. The share of dues retained by the division is established by action of the division board. This amount should be stated in an appendix to the division standing rules. The flotilla collects annually from each member an amount which includes its own dues, plus the division, district and national dues. The division may collect a pro-rated share of annual dues from the flotilla for new members joining during the year.

c. In determining the amount of division dues to be assessed per flotilla member annually, the following operating expenses should be considered:

- (1) Cost of a meeting place.
- (2) Cost of administrative overhead, such as office machines and equipment and phone charges.
- (3) Cost of social and fellowship activities.
- (4) Cost of items for an annual division awards program.
- (5) Cost of publicity and materials for division sponsored public education, vessel examination and public affairs activities.
- (6) Cost of the division publication.
- (7) Annual allowance for elected officers to attend district meetings and conferences, when funding is not provided by the district.

G. 2. Annual Budget.

a. One of the best methods of determining the annual monetary requirements and for establishing a dues structure is to prepare a division budget. This should be done on an annual basis and should consider all items of income and expense. The budget establishes fiscal responsibility. It is a guide to ensure financial security for the division throughout the year. After approval by the board, it is used to limit the amounts which can be spent for specific purposes.

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

c. Keep in mind that the division has two major sources of income, "fixed" and "variable". Flotilla dues paid to the division are considered fixed income and funds derived from other sources such as income from social events and donations are listed as variable income. In like manner, there are two types of expenditures, again, fixed and variable. The fixed expenditures are dues paid by the division to district and national and the cost of a meeting place. These are expenditures which MUST be paid when billing is received. The variable expenses are for items that purchase can be deferred or modified, if necessary, such as awards, gifts, equipment and fellowship expenses.

d. 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.

e. It is necessary that attention be given to the financial condition of the division throughout the year. It is not sufficient to have the SO-FN report the balance of funds available in division monetary account(s) at each meeting. It is necessary to know the status of fixed and variable income and the expenditures against like amounts in the budget on a recurring basis. A sample budget and monthly financial report are included as Enclosures 6 and 7.

G. 3. Financial Reports.

a. Auxiliary Division. The division captain shall ensure that an annual accounting and financial report is submitted, in accordance with district policy, to the district director with a copy to the district commodore. This report is prepared on "Financial Report of an Auxiliary Unit", CG-4750. It should be noted that an annual audit of the division's financial records and accounts should be performed by the Audit Committee prior to submission of this report. Audit by a certified public accountant is not required.

b. Incorporated Unit. It is mandatory that each incorporated unit formed by Auxiliary members at division level, must comply with pertinent regulations issued by the Internal Revenue Service and laws of the state in which the corporation charter was issued. Each incorporated unit has the responsibility to determine and comply with federal, state or other financial reporting requirements. In addition, an annual financial report is required by the district, using the "Financial Report of an Auxiliary Unit", CG-4750. This report shall be sent, in accordance with district policy, to the district director with a copy to the district commodore. Prior to the submission of reports an audit should be conducted by an audit committee.

H. DIVISION RECORDS.

1. Certain records must be maintained at division level and passed from the outgoing to the incoming division captain. This is a sound management practice that ensures necessary continuity and promotes consistency from one administration to the next. Division captains are responsible for maintaining the following records:

- a. Division roster of the names, addresses and telephone numbers of division and flotilla elected and staff officers, local Coast Guard unit officers, etc.
- b. List of Duties for each staff officer.
- c. Minutes of division meetings.
- d. Division statistics file.
- e. Division financial files.
- f. Directives and memorandums of the Commandant, district director and senior Auxiliary officers.

- H. 1. g. Division correspondence file.
- h. Division Standing Rules (approved copy).
- f. Division Award Program (approved copy).
- g. Division Disaster Emergency Plan (approved copy)
2. Division staff officers should maintain records related to their area of responsibility and activities and transfer these to their successor upon leaving office. Suggested records are as follows:
- a. Roster of names, addresses and phone numbers of counterpart flotilla staff officers.
- b. File of correspondence with units.
- c. Staff newsletters issued to flotillas.
- d. Statistical file, AMOS objectives, progress reports, etc.
- e. Directives, memorandums and newsletters issued by the district commodore, district director or counterpart district staff officer.
- f. Policy file related to staff activities.
- g. Technical publications.

I. STANDING RULES.

1. Standing rules are normally prepared by Auxiliary units at each organizational level and contain policy information and guidance for the use of elected and appointed officers and members. Where an incorporated unit has been formed as a non-profit organization under the provisions of laws within a state, bylaws in addition to standing rules may be required. Division standing rules comprise a set of regulations, prepared for and approved by the division board, for the use of elected division officers, appointed staff officers and the division board itself. Standing rules provide for continuity and give policy guidance for the administration and supervision of activities for which the division has responsibility.

2. Division standing rules shall not conflict with provisions of the Auxiliary Manual, Coast Guard directives or standing rules of the district or national organization level. Division standing rules must be approved by the district commodore and by the Director of Auxiliary.

I. 2. (Cont'd) Standing rules usually provide for such matters as:

- a. Meetings.
- b. Elections and Voting.
- c. Finances.
- d. Committees.
- e. Awards.
- f. Publications.
- g. Amendment provisions.

3. The standing rules should contain appendices. The appendices should contain rules and policies which can be amended, rescinded, or suspended by other Auxiliary authority or by a majority vote of the board without prior notice. Since the appendices are included for informational purposes and are not part of the standing rules, changes do not require approval by the DCO or Director. Such items as the amount of dues, meeting location, and awards program would be located in the appendices.

4. A sample set of standing rules for a division is included as Enclosure 8. These may be altered, expanded or otherwise changed to meet local requirements, but must be approved by the district commodore and district director before use.

J. Awards Program.

1. It is recommended that each Division have an awards program for honoring units and members within the Division on an annual basis. This program should be planned to reward outstanding performance by individual flotillas and individual members in the achievement of division mission objectives and activities. Each division should plan a program according to its particular needs and financial considerations. Such a program is usually administered by the Awards Committee of the division. A sample Division Awards Program is included as Enclosure 9.

K. PUBLICATIONS.

1. It is desirable that each division develop some means of keeping members informed and up-to-date on activities and changes in programs and policy. A unit newsletter or other publication is an effective instrument for this purpose.

K. 1. (Cont'd) Prior to printing and distributing any division publication it shall be submitted to the district director for approval, according to district policy. A copy of each division publication will be sent to the district director, the district commodore, the district vice commodore, the rear commodore (if applicable) and the District Staff Officer Publications (DSO-PB). Further information concerning Auxiliary publications may be found in the Auxiliary Manual.

L. CIVIL RIGHTS.

1. The Division, 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 relating to 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 a division staff officer. See chapter 5K, and Enclosure 6 to the Auxiliary Manual for complete details on civil rights provisions.

2. 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 division officers set an example of fairness and consideration in their association with all fellow members.

3. The use of an invocation as an agenda item for meetings and ceremonial occasions is appropriate, but not required. Such invocations MUST NOT contain wording that pertains to the beliefs of a particular religion or religious group. Since Auxiliary members may hold different religious beliefs and affiliations, invocations should be brief and MUST BE of a non-sectarian nature. The division captain should review all invocations to ensure that these guidelines are followed.

M. DIVISION MEETINGS.

1. General.

a. Successful division meetings do not just happen, they must be well planned if they are to be successful. Adherence to the following steps by the division captain will go a long way toward ensuring a well planned and productive business or special meeting.

M. 1. a. (1) Select a convenient location where elected officers, members of the board and members of the staff can work together under pleasant conditions and surroundings. Schedule business meetings on a regular monthly basis if possible. In those situations where travel time and distance are a problem for those attending, moving the meeting site throughout the division area with each flotilla rotating as host may be a solution. However, a regular time and place for meetings at a centralized location is preferable. Infrequent meetings can result in poor attendance and a loss of communication, coordination and unity between the division and its flotillas.

(2) Pinpoint the purpose of the meeting. Have a reason for attending. The meeting agenda should include more than just reports from elected officers, members of the board and the staff. Give the members something of value: a few topics for discussion, a speaker, a short training session, or special presentation. Unplanned meetings usually become no more than unproductive "bull sessions" which accomplish little and discourage future attendance.

(3) All members attending meetings should be encouraged to wear the uniform. When the uniform is worn a spirit of unity and teamwork results and the "official" nature of the meeting is emphasized. The division captain has the responsibility for prescribing the uniform to be worn at meetings.

(4) Choosing the right time for a meeting is important. When programming regular division meetings consideration should be given to seasonal auxiliary activities and the scheduled dates of district meetings. It is preferable that division meetings follow district meetings and precede flotilla meetings. For example, some districts plan their meetings for the latter part of the month so division meetings can be scheduled during the first week and flotilla meetings during the second week of following month. This provides for the flow of information from higher to lower organizational level with minimum delay.

2. Time. It is desirable that the time and date for meetings be approved by the division board following discussion with elected and staff officers. This procedure will eliminate dissent. It is unwise for the division

M. 2. (Cont'd) captain to arbitrarily set the time and day for meetings as such action might be resented by members of the board and staff. It should be kept in mind that the division captain's leadership success depends upon the maintenance of friendly working relations with the division board.

3. Location. Careful consideration should be given to the division meeting location, which should be decided by the division board. The place should be convenient to a majority of the board and staff. The room should be well lighted, have temperature control, and be reasonably quiet to provide a minimum of distractions. Most divisions do not have dinner meetings due to the cost for those attending. It should be kept in mind that many members, especially retirees and those with family obligations may not be able to afford the cost of such activities. If dinner meetings are scheduled the decision to do so should be made after careful study and approval by the division board. In searching for a suitable meeting place, buildings, offices and other establishments owned or occupied by federal, state and local governments should not be overlooked. Many divisions hold meetings in public or church school facilities. When Coast Guard units are located nearby, their facilities are often available.

4. Quorum. A majority of the members of the division board shall constitute a quorum for the legal transaction of business. A quorum and a majority vote is normally necessary for the approval of motions or other actions requiring decision of the board, unless a greater than majority vote is required to approve a specific action as stated in the Auxiliary Manual or in the division standing rules.

5. Agenda. A written agenda is a must for every division meeting. It should be prepared by the division captain and furnished to each member of the division board, and each staff officer several days in advance of the scheduled meeting. No division captain has the right to expect busy people to attend a meeting that has not been well planned. Such meetings most often are non-productive and a waste of time. A sample agenda might including the following items:

- a. Call to order.
- b. Pledge of Allegiance.
- c. Invocation (optional)
- d. Introduction of guests.
- e. Approval of prior meeting minutes.

- M. 5. f. Division Captain's report. Should include information from district board meeting and district officers.
 - g. Communications and notices.
 - h. Vice Captain's remarks.
 - i. Vice Captain takes Staff and committee reports.
 - j. Old business. Division captain resumes the chair.
 - k. New Business.
 - l. Presentation of awards. May be performed by the Immediate Past Captain and/or by visiting officers
 - m. Comments by guests.
 - n. Adjourn business meeting. Present feature event for the meeting such as guest speaker, training session, lecture, demonstration, etc.
 - o. Adjourn for fellowship and light refreshments.
6. Functions of the Presiding Officer.
- a. Under most conditions, the division captain acts as the presiding officer at a division meeting. If the division captain cannot be present, then the division vice captain performs this task. When both division elected officers are absent, the immediate past division captain or other senior member of the board may preside with the concurrence of the board, unless not permitted by the standing rules.
 - b. When presiding, the division captain should ensure that the meeting follows the published agenda as closely as possible. At times, however, unforeseen situations may require changes in the agenda. The division captain must be flexible and, as presiding officer, see that the meeting proceeds in an orderly manner and in accordance with certain widely accepted "rules of order." These rules are part of a much larger body of practices commonly referred to by the term "parliamentary procedure."
 - c. In addition to providing for orderly procedure during meetings, parliamentary rules are intended to protect the rights of participants. They are also useful for the expeditious transaction of business during division board meetings.

M. 6. d. Division captains must be familiar with the rules of order and the division standing rules. 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 division captain may state: "the chair is ready to entertain a motion"

e. 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.

f. A simplified guide to parliamentary procedure adapted for Auxiliary use is included as Enclosure 10. This may be used for parliamentary reference during meetings.

7. Guests and Visitors.

a. No division should ever be guilty of discourtesy to, or neglect of, guests and/or visitors. The division captain should assign one of the more responsible division staff officers the specific duty of meeting and making all guests and visitors feel welcome. Senior Auxiliary officers and Coast Guard Officers should be promptly introduced to the division captain.

b. It is also highly desirable that visitors and guests be introduced personally to each member of the board and staff to the maximum possible extent. This is especially true if they are first time visitors to a division meeting. The senior Auxiliary officer and/or Coast Guard Officer present should also be accorded the courtesy of a seat at presiding officer's table if possible.

N. FLOTILLA CHARTERING CEREMONY.

1. Discussion.

a. When the flotilla has been formed, 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

N. 1. a. (Cont'd) 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 Auxiliarists as possible from other flotillas to attend in appropriate uniform. Plan for a dignified and impressive occasion.

b. The following is a suggested format for the actual chartering ceremony:

- (1) Pledge of Allegiance and invocation.
- (2) Introduction of all Auxiliary and Coast Guard officers by the master of ceremonies.
- (3) Senior Auxiliarist present appoints a secretary to take minutes of the meeting. In addition, a Record of Unit Meeting form, CG-3615 should be completed.
- (4) Director of Auxiliary reads the flotilla charter.
- (5) Senior Auxiliarist present administers the prologue and pledge to all members, everyone rises.
- (6) Senior Auxiliarist present conducts the nomination and election of officers. Results are recorded on the Change of Officers Report form, CG-2738
- (7) Senior Auxiliarist present administers the prologue and pledge of office to newly elected officers, everyone rises.
- (8) Division Captain or District Commodore presents a unit flag, if available.
- (9) In appropriate order, remarks by newly elected officers, Division Vice Captain, Division Captain, senior Auxiliarist present and Director of Auxiliary.
- (10) Entertainment, if planned.
- (11) Adjournment of the meeting.

N. 2. Prologue and Pledge for New Members

a. Introduction. Prior to administering the pledge to the new members, it is recommended that the following prologue be read to add dignity and importance to the occasion.

b. Prologue.

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, but as a member you are charged with certain responsibilities and obligations. These include your willingness to support the Coast Guard Auxiliary and its purposes and to participated 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 reflect directly upon the image of both the Auxiliary and the Coast Guard.

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:

c. Pledge.

I _____, solemnly and sincerely pledge myself, to support the United States Coast Guard Auxiliary, and its purposes, and to abide by the governing policies, established by the Commandant, of the United States Coast Guard.

N. 3. Elected and Appointed Officers Prologue and Pledge

a. Introduction. As in the case of new members, it is strongly urged that the following prologue be read prior to administering the pledge to the appointed and elected officers.

b. Prologue.

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 permits. You are expected to promote closer liaison between the Auxiliary and local Coast Guard units, constantly reminding the members that their action 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 and activities, never compromising honesty and integrity.

ASK THE AUDIENCE TO 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:

c. Pledge. I _____, do 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.

O. DIVISION RELATIONS

1. Division - Flotilla Relationships.

a. The division exists to assist flotillas in performing their mission of service to the general public and the membership. Every division captain should insist that division staff officers maintain a close working relationship with their flotilla counterparts.

O. 1. b. It is most important that every member of the division board and every division staff officer attend meetings. When they cannot be present an alternate should be expected to attend so business can be transacted.

2. Division - District Relationships.

a. The Division captain and the division vice captain are expected to attend meetings of the District Board and represent the interests of their division, its flotillas and members at district meetings. Division staff officers must maintain a close working relationship with their district and flotilla counterparts and pass information from district to flotilla level. A written report summarizing division activities should be prepared by the division captain and addressed to the district commodore for each district board meeting. It is also a good practice for each division staff officer to furnish their district counterpart a copy of their monthly report to the division board.

3. Why Divisions Fail. The lack of success by a division in meeting the needs of its flotillas and members can generally be attributed to the following factors:

a. Poor management.

- (1) Failure to organize division-wide activities.
- (2) Selection of poorly qualified staff officers.
- (3) Failure to supervise flotilla activities.
- (4) Failure to instruct staff in their duties.
- (5) Failure to follow up and monitor staff activities.
- (6) Failure of board members to attend meetings.
- (7) Failure to assist in solving flotilla problems.
- (8) No annual planning by elected and staff officers.
- (9) Lack of an awards program.
- (10) Failure to understand or lack of standing rules.

O. 3. b. Weak Leadership.

- (1) Failure of elected officers to set an example.
- (2) Lack of staff meetings.
- (3) Loss of control by division captain during meetings.
- (4) Persons attending meetings seldom in uniform.
- (5) Lack of a training program.
- (6) No flotilla or staff reports at meetings.
- (7) Poor meeting attendance.
- (8) Lack of motivation by elected and staff officers.
- (9) Failure to follow standing rules.
- (10) Lack of Auxiliary experience and knowledge.

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Chapter 3. COURTESY AND PROTOCOL

A. INTRODUCTION.

1. Courtesy is the key 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. The term protocol is closely integrated with courtesy and involves 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 division officers, the practice of courtesy and protocol are necessary requirements 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.

2. In the division, as at other levels of the district organization, the responsibility of individuals is identified by specific insignia related to the position to which they have been elected or appointed. This insignia does not identify authority according to a table of ranks as in the military, since 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 officers and staff officers from lower to higher level. Under this system leaders can be easily identified by an insignia appropriate to the level of their position. Since members wear a modified Coast Guard uniform, and an 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.

1. Saluting is not usually the custom. However, there are conditions under which 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 out of doors, in uniform and wearing a hat, the hand salute is usually proper under the following conditions:

- a. Returning the salute rendered by a member of the armed forces and giving an appropriate greeting.

- B. 1. b. Initiating the salute with a greeting when meeting and recognizing members of the Armed Forces, who by virtue of rank or position are entitled to such recognition.
- 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.
- 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 Deck (OOD) and say "Request permission to come aboard, Sir." The OOD will return the salute and invite the person aboard. When leaving the ship a person approaches the OOD, salutes, and says: "Request permission to leave the ship, sir." After the OOD has returned your salute and given permission to leave, step to the gangway, and 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 a persons out of uniform to salute before coming aboard or leaving, however, they must request permission.

2. The hand salute is correctly executed 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" or "good afternoon, sir" when addressing a senior commissioned officer of the Armed Forces.

B. 3. Some of the more frequently observed saluting errors are: failing to hold the position of the salute until it is returned by the person saluted; failure to look at the person or colors being saluted; failure to assume the position of attention when saluting; and failure to have the fingers, hand and arm in the proper position for saluting as mentioned in the preceding paragraph. Gross errors include, saluting with a cigarette in the hand or mouth, saluting with the left hand in a pocket or returning the salute in a casual manner.

4. There are ceremonial occasions when other forms of the salute are proper. For example:

a. If outdoors, in civilian attire, whenever the pledge of allegiance to the flag is recited; when the national anthem is being played; or when the national flag is passing, being raised or lowered a person salutes by placing the right hand over the heart. Any male civilian headgear should be removed by the right hand and held over the left shoulder, the right hand again over the heart

b. When indoors , and the flag is presented and/or the national anthem is played, all should stand at attention. When the Pledge of Allegiance is given, all, in uniform or not, should place the right hand over the heart.

C. FLAG ETIQUETTE.

1. Division 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 it always be properly displayed so as not to commit a breach of protocol.

2. In a meeting room, when displayed flat behind the speaker's podium or division captain's table, the flag should be placed above and behind the speaker with the union uppermost and to the flags own right, that is, to the audience's left.

3. When displayed from a staff in the meeting room the national flag will be accorded a position of superior prominence over any other flag displayed in the same room. It is the only flag that may be displayed behind and to the right of the speaker's podium or division captain's table, in other words, on the left of the audience. All other flags, including the Auxiliary ensign, displayed in the same room will be placed on the speaker's left and to the audience's right.

C. 4. When the pledge of allegiance is given all persons in attendance, whether in uniform or not, face the flag and place their right hand over their heart until the pledge is completed.

D. INVITATIONS.

1. For most division social functions invitations are issued by the division captain and two different 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 hand written, 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.

2. One type of invitation is sent to those persons invited to a function who are not expected to pay for the cost of the event. In such case 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.

3. Another type of invitation is sent to persons to be invited to a function for which the division cannot afford to pay and for which the invitee is expected to defray the cost. In these situations 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.

4. Regardless of the format of an invitation, courtesy to the person invited should ensure provision of details regarding the activity for which the invitation is extended. This includes specific information regarding the place, date, and time of the event; guests which 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. It is the division captain who prescribes and announces the uniform, consistent with district policy, for division sponsored functions. 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 or Dinner Dress Blue Alpha rather than the Dinner Dress Blue Jacket, especially, if only a few division members own a dress jacket.

D. 5. 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 term meaning "reply, if you please".) When R.S.V.P. is used, the invitation should include the phone number and address of the person to whom a reply is to be made and the date 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 since failure to do so might place the host member or unit in an embarrassing position.

6. 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.

1. Normally, the division captain is the host for division sponsored social and ceremonial functions and responsible for the reception and well being of invited guests. In many cases it may not be possible for the division captain to personally look after the needs of each individual guest. If such is the case, the past division captain, or another member of the division board or division staff can be appointed to act as an "aide" to an important guest or groups of guests. The division captain is expected to arrive for the event prior to the guests in order to be on hand to greet them. Both the host and "aide" should make certain that the guests are made welcome and are introduced to board and staff members as soon as possible.

2. The secret of being a gracious host is to plan ahead for the pleasure and comfort of invited guests. The following actions in planning more formal events such as the division change of watch, awards ceremony, where dinners are served, should be considered by the division captain:

a. Issue invitations and announcements well in advance of the event to allow guests time to reply. Be sure and 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.

- E. 2. c. Have a seating plan for the head table and other tables to take care of attendees and guests with someone appointed 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 arrangements 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 flotilla commanders and vice flotilla commanders are seated with their units. If attendees of different flotillas are seated together at tables, avoid placing flotilla commanders and vice flotilla commanders together at the same tables.
- f. Have a place for attendees to place their coats and hats.
- g. If dinner tickets are used, have a plan for issuing them to attendees and guests upon arrival.
- h. Have a printed program for the affair for the use of each attendee and guest.
- i. If refreshments are served prior to 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. for the use of program participants are in place and in working condition.
- k. Have a person present to handle the sale of dinner tickets and take care of any immediate cash expenditures.

F. FORMAL FUNCTIONS.

1. Division captains usually have the job of presiding at formal social and ceremonial functions sponsored by the division, 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 at times, social affairs in a person's home. On those occasions where one is a guest, it is customary to personally greet the host and hostess as soon as possible after arriving. At the conclusion of the function it is also common courtesy to again personally express appreciation to the host and hostess for being invited, before departing. When a senior officer is present such as the district commodore or district commander, it is considered proper to delay leaving until they have paid respects and departed. When a senior officer, such as the district commodore or district commander arrives and their presence is announced, it is customary to stand briefly out of courtesy.

2. 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 proceed through the line at, or immediately after the starting time indicated. When passing through the line it is considered discourteous to carry food, beverage, cigarette, etc. It is also customary to limit one's conversation with persons in the receiving line, so other people passing through the line will not have to wait. Individuals entering the line, state their name distinctly to the first official member of the line, usually the person acting as an aide. This enables each person passing through the line to be properly introduced to each member of the official party.

G. INTRODUCTION OF GUESTS.

1. 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 resume of their experience, achievements and qualifications is necessary. In no case, should the introduction be longer than the speech.

H. SEATING OF GUESTS.

1. The seating of guests at a structured division social or ceremonial function is perhaps one of the least understood responsibilities of the division captain. Of greatest concern is the proper procedure for seating guests at a 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 division affair, such as a Change of Watch Dinner or an Awards Banquet it is recommended that the maximum number of guests seated at the head table be limited to ten (10). These would normally include the division captain and spouse, and eight of the most distinguished invited guests and their spouses. If there are more than this number of invited guests, such as past division captains, 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.

2. Division financial considerations will usually determine how many of non-paying guests are to be invited. Among those who might be considered as guests for a division function are, the district commodore and/or the district vice commodore; the district director and/or the assistant district director; the district rear commodore of the area in which the division is located, and the commanders of local Coast Guard organizations. At times, the chief of the district boating safety division and a special guest speaker may be included among honored guests.

3. 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 division 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 next to other couples at the table. Regardless, the division captain usually occupies the center seat at the table with distinguished guests and their spouses seated, alternately 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.

H. 4. It is easy to determine the precedence of military officers since they have formal rank. The Auxiliary does not have rank identification and does not permit a title, except for district commodores and commodores above district level (present and past). However, this does not cause a problem, since accepted procedure is to seat Auxiliary officers by precedence according to level of office held. For example, the district commodore has precedence over the vice commodore, rear commodore, and division captains. The senior invited guest will always be given a seat of honor to the right of the Division Captain. District commanders are not usually invited to division functions due to their numerous other commitments. When they cannot be present, they are normally represented by the district director or other Coast Guard commissioned officer. The district commander, when present, or the designated representative, is usually seated to the immediate right of the division captain. If the district commander or a designated representative is not present, the district director, or assistant district director, as official representative of the commander occupies this position. When the district commander, designated representative, or district director is not present, the district commodore is seated to the right of the division captain, otherwise the district commodore is seated to the immediate left of the division captain. When present, the director will always be seated at the head table even if other Coast Guard Officers of higher rank are present. Other invited Coast Guard commissioned officers and petty officers commanding local units will be seated at honors tables, unless they have been invited to fill the role of guest speaker. Honors then continue left and right of the host in turn until all guests and their spouses are seated.

5. Sample seating arrangements for the head table at a Division Change of Watch Dinner, are shown in Figure 1 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.

(G3) (S2) (SDCP) (G1) (DCP) (S1) (G2) (S4) (S3) (G4)
 | | | | | | | | | |

HEAD TABLE
 SEATING BY "MIX AND MATCH"

(Table Front)

(G3) (S3) (S1) (G1) (DCP) (SDCP) (G2) (S2) (S4) (G4)
 | | | | | | | | | |

HEAD TABLE
 SEATING BY COUPLES

(Table Front)

SEATING KEY:

- DCP = Division Captain
- SDCP = Spouse of DCP
- G1 = District Director or Assistant
- S1 = Spouse of DIRAUX
- G2 = District Commodore
- S2 = Spouse of DCO
- G3 = District Vice Commodore
- S3 = Spouse of VCO
- G4 = Rear Commodore (Area)
- S4 = Spouse of RCO

Figure 1. Sample Seating for a Head Table

- H. 6. For a Division Change of Watch Dinner involving both outgoing and incoming division captains, 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 division captain will preside as the host. If the function takes place after 31 December, when the newly elected division captain has assumed office, the new division captain would preside. This would apply, regardless of whether the new DCP had been ceremoniously inducted. In either case, if there is insufficient room at the head table for both the outgoing and incoming division

- H. 6. (Cont'd) captains to be seated, that individual not serving as host may be seated at an honors table. Should flotilla and individual awards be given out for the past year's performance, as a courtesy, the immediate past Division Captain should be invited to make the presentations.

I. SPEAKING ORDER FOR GUESTS.

1. When a number of distinguished invited guests are seated at the head table or present at honors tables and the program includes remarks from each 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 precedence for speaking by distinguished guests at the head or honors tables is usually performed in an ascending order according to position of rank or office (low to high). If both the district commodore and the district director are present, the district commodore would speak next to last and the director would speak last. For those ceremonial occasions where it may be desirable for the district commodore to speak last, upon request the district director will usually agree to such change. The following is a suggested speaking order for remarks by invited guests at a division function:

- a. Special Guests - Local Mayor, etc.
- b. Immediate Past District Commodore
- c. District Rear Commodore(s)
- d. District Vice Commodore
- e. District Commodore
- f. District Director of Auxiliary or representative
- g. District Commander or representative if not the DIRAUX.

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Chapter 4. LEADERSHIP

A. Introduction.

1. Leadership may be defined as the ability to influence the behavior of others. At Division level leadership can be a rewarding and satisfying experience. The division captain occupies a position that can challenge ability and reward accomplishment. However, leadership in the division can place a great demand on the individual's time. It requires willingness to assume serious responsibilities for planning, organizing, and directing the activities of personnel and units. Working with other motivated volunteers as a team leader can be a gratifying experience. On the other hand, leading a volunteer group can also have its drawbacks. Being elected division captain does not guarantee automatic success or ensure that all members of the board and staff will work in harmony with each other or with the leader selected leader.

2. In the Auxiliary, as in most volunteer groups, no ultimate authority exists to demand performance from members. For this reason the leader must depend upon personal attributes, persuasion, and the ability to work in harmony with other members of the board, the staff, and flotilla members to enjoy success. Division captains who habitually use effective "human relations", and are concerned about the impressions their personal actions have make on other people will usually enjoy the best chance of success.

3. The division captain is not only a person in whom the members have placed their trust, but one who represents the Auxiliary, Coast Guard and the government as well. Unlike the military leader who is assigned to a position and periodically rated on performance by superiors, the division captain is honored by selection and then unofficially judged by the members of the division board, the staff and other fellow members. The kind of leadership "image" created may well influence the DCP's ability to lead. An effective leader is expected to direct and supervise functional activities of assigned flotillas, 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 an essential attribute.

B. Leadership Processes.

1. As a division captain you cannot be certain of ultimate success, but there are some things you can do that will go a long way toward making your job easier and ensure a better chance of a positive outcome. Soon after election to office you should appoint a strong staff. This should be a group you can work with and those who will support your program. It is helpful to get input from the Vice Captain when making your selections. Remember, the VCP will be acting as your chief of staff and working closely with those you select. In making staff selections be sure to pick people who have a talent for working with and relating to other people. Also 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 to put them in a position knowing they will not perform.

2. After appointing the staff, meet with them and have the Vice Captain present. Let them know how you plan to operate and what you expect of them. They should understand their relationship to the vice captain, the division's chief of staff. It must also be understood that you will fully support the VCP. Go over your proposed annual program and seek their comments and ideas. Program planning needs to include more than just AMOS objectives, although their achievement may make things easier. Planning should extend beyond numerical goals and address specific areas requiring attention. Remember, that the division is the coordinating element for assigned flotillas and responsible for the functional supervision of mission areas and much of the training of flotilla members. Bear in mind, that even though the VCP manages the staff, the division captain, by virtue of position, is still in charge and responsible for putting together the division program. How well the leader communicates intended plans and objectives to the board and staff may well determine the success or failure of the program.

3. It is important that the division staff understand to whom they must report. Staff officers can't be expected to have two bosses. Normally, it is the vice captain who exercises direct staff supervision. This procedure releases the leader to perform other duties and activities, including time for decision making. The division staff works to implement the division program. If a staff member fails to meet desired performance standards they should be replaced.

B. 4. Division leaders are elected, an act which in itself conveys a message of "authority." Good administration requires that the leader consult with, listen to, and seek the advice of the division board and division staff. After the leader has consulted and made a decision, it then becomes the duty of each member of the board and staff to abide by and give complete support to the decision. Division captains are entitled to this support since they bear the ultimate responsibility for the decisions they make. In reaching a decision, however, the division captain must be careful not to use the "right of authority" as an excuse to perform in an autocratic or inflexible manner. In a volunteer organization leaders seldom achieve results when they order or demand performance from the management team. Better results are achieved by having a good plan, offering valid ideas, and explaining a need. It also helps if the leader reflects knowledge and professionalism in contacts with board and staff members.

C. Human Relations Skills.

1. The successful division captain will use human relations skills to work effectively and develop a cooperative spirit among members of the management team. Being able to communicate effectively with people creates an atmosphere of approval and security, in which subordinates feel free to express themselves without fear of censure or ridicule. Good relations with the DCP encourages them to participate in planning and accomplishing their assigned duties. Division captains must be sensitive to the needs and motivations of others so they can judge the reactions to, and the outcome of, planned actions. As leaders they must be in tune with the expectations, goals, and feelings of the division management team.

D. Authority and Responsibility.

1. The division is a more complex and diversified organization by virtue of being assigned a number of separate flotillas and therefore manages a variety of tasks. For this reason, there exists a greater need for the coordination of functions at this level. This requires a competent staff effort. However, the final responsibility for division success or failure rests upon the division captain.

2. Because of physical limitations it is impossible for the division captains to personally take care of everything that needs to be done. Therefore, as leaders they must delegate authority to others to act for them. It is a firm principle of good management that whenever responsibility is delegated, authority commensurate with the responsibility is also delegated. Authority at division level includes the right to

D. 2. (Cont'd) make decisions that are binding upon assigned flotillas. Therefore, lines of authority should be as definite and direct as possible. More problems arise and more people are dissatisfied with their positions because of conflicting authority or lack of authority than for any other reason. The division captain who can delegate authority must be willing to support the decisions of those to whom this authority has been granted.

E. Follow-up.

1. Once the division captain has appointed and briefed the staff on their duties and furnished them with the details of the annual program of activities, other follow-up actions are required. A leader must reflect enthusiasm and interest in the outcome of the program throughout the year. Periodic meetings with each staff officer and with the staff as a group should be scheduled by the leader to offer assistance and to assess progress. Visits to flotillas can be useful in determining how effectively the staff is working. Keep in mind that while some staff officers can work with minimum supervision, others with less experience might require closer supervision and support. It is perfectly acceptable for the leader and the staff discuss their problems and frustrations. When the division captain is seldom seen or heard, it signals a lack of interest to the workers. Good division leaders frequently meet with members of the board and staff and periodically visit units to determine the progress of Auxiliary and division sponsored programs and activities.

2. The general management responsibilities for the division captain will usually include the following:

a. Planning. The process of identifying the mission requirements assigned to the division, the functional areas involved, and procedures for mission accomplishment. In planning the DCP should:

- (1) Recognize the need for a division program.
- (2) Recognize problems that might need solving.
- (3) Gather information regarding mission requirements.
- (4) Gather information on resources available.
- (5) Get input from board and staff.
- (6) Analyze information and data collected.
- (7) Develop a program to meet division goals.
- (8) Get board and staff approval.
- (9) Activate and publish the planned program.
- (10) Evaluate the finished program - will it work ?

- E. 2. b. Organizing. The process of gathering all resources available for implementation of the planned program such as personnel, facilities, supplies and equipment.
- c. Staffing. Making certain that qualified people are appointed to staff positions to implement provisions of the planned program and make it work.
- d. Directing. Checking to make certain that the division board and staff, and flotillas, understand purposes of the division program and their roles in the attainment of program objectives.
- e. Coordinating. Ensuring that division staff officers coordinate the activities within their functional areas with other staff members and with unit counterparts to achieve objectives set forth in the division program.
- f. Reporting. Adopting measures to ensure that flotilla commanders, and staff officers at division and flotilla level properly report data for use in tracking progress in the attainment of division and flotilla mission objectives.
- g. Budgeting. The monitoring of fiscal activities in the division and its units to make certain that sound monetary policies and practices are carried out. This entails the gathering of financial information, preparation of an annual budget, and the annual audit of funds.

F. Leadership Style.

1. There are three leadership styles most commonly used by effective leaders that division captains might consider. Not all are necessarily desirable for use when working with a volunteer group. However, division leaders should be familiar with the advantages and disadvantages of these before adopting a style of their own.

a. The first style, referred to as "democratic", involves the leader directly as a participating player in activities of the division. 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 board and staff. Leaders who follow this style are generally perceived as interested in results, willing to lend a hand, and to being involved. This style usually works well when dealing with Auxiliaries. The weakness in using this style might be your involvement to the extent that other members might lose initiative to participate fully.

F. 1. b. A second style, often referred to as "autocratic", is a favorite of those leaders who prefer to do everything themselves. 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. This single handed approach involves the leader in every step of the task and seldom gets the job done. Extensive use of this method at division level could create hostility among board and staff members. Leaders who adopt this approach are often self centered, aggressive, and inflexible. They may make impulsive and unwise decisions without seeking input from others. This style might work with a military group, but it is a poor choice for the management of unpaid volunteers.

c. The third style, termed "laissez faire", a French word which roughly translated means "leave alone". This is a hands off approach followed by some leaders that results in minimum participation in group activities and little interest in results. Those using this style tend to withdraw from the scene and allow others to perform with minimum direction and supervision. Obviously, this management style may not be suitable for a volunteer organization where teamwork is essential. The use of this method could result in improper direction of effort, and confusion among participants regarding their duties and extent of authority.

2. Obviously, the democratic style for the leader of an Auxiliary division is preferable, and succeeds best if the leader employs good human relations in its practice. However, there might be times when the other two styles could be used in a particular situation. Volunteers do like to feel that the leader is interested in what they are doing, but they also enjoy the privilege of working with a degree of independence. This would be true for a division captain working with the board and staff. There are occasions when it is appropriate for the leader to step in and "lend a hand". There are also times when the leader may be required to adopt a firm and unyielding position in resolving a problem. Finally, the leader may wish to give assistance and withdraw from the scene once the job gets underway.

G. Qualities of a Good Leader.

1. Division captains should always remember that they are working for the member and that the division organization exists to serve assigned flotillas and the membership. In an Auxiliary organization, the leader deals with people and they, not the organization, get the job done. The division exists primarily to coordinate and properly channel the efforts of volunteer members toward the accomplishment of

- G. 1. (Cont'd) policies and objectives set forth in the Auxiliary Manual. The mission of the Auxiliary is "to assist the Coast Guard" and in so doing, "serve the boating public". The following qualities are essential for successful division leaders. They must:
- a. Lead by example and put personal ego aside.
 - b. Be enthusiastic and have a "we can do" attitude.
 - c. Plan ahead for the future.
 - d. Train to be professionally knowledgeable.
 - e. Be tactful, fair and unbiased in dealing with other people.
 - f. Be understanding of the weaknesses and failures of others.
 - g. Accept the responsibilities of leadership.
 - h. Be flexible to changing situations.
 - i. Be receptive to new ideas and procedures.
 - j. Delegate authority and check on performance.
 - k. Be considerate and show appreciation.
 - l. Accept responsibility for things that go wrong.
 - m. Make rational and practical decisions.
 - n. Have a sense of humor and a pleasant personality.
 - o. Practice honesty and integrity above all else.

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Enclosure (1) to COMDTPUB P16791.3

**DIVISION STAFF OFFICER
LETTERS OF APPOINTMENT
AND
STAFF DUTIES**

Attached are sample appointment letters for division staff officers along with suggested staff officer duties.

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DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, DIV _____

To: _____

Subj: Appointment as Division Member Training Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Member Training Staff Officer for the calendar year 19 ____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division's Member Training Program, and keep the Division Board informed of all developments in the program.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Member Training Staff Officers in order to implement the member training programs established for nationwide, District wide or Division use and to encourage increased activity, and maintenance of uniformly high standards. Foster an interest in enrolling and completing the Administrative Procedures Course, AUXLAM and Auxiliary Specialty Courses.

d. Coordinate and cooperate with the SO-VE and SO-PE to encourage more courtesy examiner and instructor training. Coordinate with the SO-OP to ensure that all boat crew and air operations training is performed under Coast Guard patrol orders.

e. Forward to the FSO-MTs such methods, training aids, course materials, or other educational tools provided by National or the District or developed within other Flotillas which may have Division-wide application. Provide the DSO-MT with all such items developed within the Division.

f. Maintain such records as may be required to effectively discharge your responsibilities.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Member Training Program is effectively administered.

h. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

i. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-2

SUGGESTED DIVISION MEMBER TRAINING STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist with any workshops, workshops and training sessions planned by the Flotillas, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to member training.

Take positive steps to ensure that the FSOs-MT in your Division are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District and Division policy is followed in your program.

Initiate and maintain contact with the DSO-MT.

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 VCP and/or DCP.

Establish Member Training goals and objectives for your Division along with the necessary plans required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Member Training Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the District Member Training Staff Officer. A mailing should also be sent as an introduction, prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-MT off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the DSO-MT and to the Division Board.

Prepare one or more articles for each issue of the Division Publication, to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Member Training Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commander on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from, AUXMIS. Such requests are counter productive, as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Encourage and oversee an aggressive basic qualification program for prospective members. This program should not be considered complete until the member has completed the BQ portion AND the Administrative Procedures Course examination.

Encourage and oversee the use of the AUXLAM Training Course. The goal should be to have all Elected Officers complete the course before or shortly after their elections.

Encourage and oversee a viable, ongoing, Division Boat Crew Training and Qualification Program. Coordinate with the SO-OP to conduct Boat Crew Training and Qualification events at the Division Level when required to enhance the overall program. When required to meet Flotilla needs for QEs, establish a plan to ensure maximum utilization of the QEs available to perform qualification within the Division. Seek assistance from the Area QE Coordinator when required.

Encourage and oversee a viable Specialty Course Training Program. Assist, as required, with the conduct of Division Specialty Courses. Strive to attain new AUXOPs in each Flotilla every year.

Coordinate with the Division Operations and Communications Staff Officers to ensure that proper Air/Surface/Comms training is conducted so as to obtain effective utilization of all Flotilla facilities. Ensure such training is performed under Coast Guard Patrol orders.

In coordination with the Division Member Resources Staff Officer, encourage a continuous program to retain the interest of members through training activities to the end that all Auxiliarists will seek a higher level of knowledge in subjects relating to marine safety and other areas. Promote the presentation of "informal" member training sessions at each and every Flotilla meeting, utilizing IN-FLOTILLA TRAINING TOPICS, COMDTINST M16794.10 or other such material as may be appropriate.

Serve as the custodian of the Division material used for Member Training. This includes projection equipment, slides, tapes and movies.

Serve as the custodian of all member training examination material issued to the Division. Establish and oversee a system for administering and grading member training exams taken by members of the Division.

Report in writing, at each Division Board meeting, on the progress in the field of member training and on the status of the Division's Member Training Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSOs (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Public Education Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Public Education Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division's Public Education Program and keep the Division Board informed of all developments in the program.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Public Education Staff Officers in order to implement the public education programs established for nationwide, District wide or Division use and to encourage increased activity, and maintenance of uniformly high standards.

d. Coordinate and cooperate with the SO-MT to increase the number of qualified instructors.

e. Forward to the FSO-PEs such methods, training aids, course materials, or other educational tools provided by National or the District or developed within other Flotillas which may have Division-wide application. Provide the DSO-PE with all such items developed within the Division.

f. Maintain such records as may be required to effectively discharge your responsibilities.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Public Education Program is effectively administered.

h. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

i. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

E1-6

Division Captain

SUGGESTED DIVISION PUBLIC EDUCATION STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops, workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the course contents of all the Auxiliary Public Education Courses.

Take positive steps to ensure that the FSOs-PE are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-PE.

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 VCP and/or DCP.

Establish Public Education goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Public Education Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-PE. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-PE off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication, to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Public Education Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from, AUXMIS. Such requests are counter productive, as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Cooperate with the Division Member Training Staff Officer to encourage the training of new Instructors.

With cooperation from the Division Member Training Officer, establish and conduct Instructor improvement programs.

Cooperate with the Division Member Resources Staff Officer to encourage the presentation of information on the Auxiliary and Auxiliary membership, to the students of each Public Education Course.

Cooperate with the Division Public Affairs Staff Officer to encourage programs and activities to promote and publicize boating safety and Auxiliary Public Education Courses in school systems, camps, clubs and industry groups.

Cooperate and coordinate with the State Agencies in effective use of the Auxiliary AND State education programs and courses. Where applicable, ensure that a pool of Auxiliary Instructors are also qualified as State Instructors, eligible to teach the State's Boating Course.

Encourage and oversee a Division pool of instructors that are available to give teaching assistance to undermanned or new Flotillas, to participate in special Division sponsored courses, and to be available to start Summer boating courses within the Division's areas.

Encourage the teaching of "Core Courses" (6 lesson BS&S and 7 lesson S&S) during the period of April through August each year.

Encourage Flotillas to hold workshops each year for the purpose of bringing to the attention of all instructors any changes in the PE Program and/or course material.

Serve as the custodian of the Division material used for Public Education. This includes projection equipment, slides, tapes and movies.

Ensure that appropriate recognition is given to those Instructors that teach Twenty (20) or more hours each year and for those members that go above and beyond in service as Class Aides.

Prepare, each year, three consolidated lists of all courses being presented by Flotillas in the Division. Each list should cover four months. There should be one for January through April, another for May through August, and finally one for September through December. Each list should be prepared and distributed one month prior to the start of the period. Copies of these list are to be provided the DSO-PE and SO-PA and, in general, used to advertise the boating classes being offered in the Division.

With cooperation from the Division Member Training Staff Officer, ensure that any required Instructor Workshop is properly conducted.

Hold a Division Workshop with all FSOs-PE to discuss the topics that should be covered in the IT Workshop. Ensure that items particular to this District are included with the National Topics when each workshop is conducted.

Coordinate with the SO-IS to ensure a system is available to identify those Instructors that have yet to attend a workshop in time to ensure 100% attendance by all instructors in the Division. Conduct Division level workshops as required to accomplish the 100% attendance.

Coordinate with the SO-IS to ensure a system is available to identify those instructors that have not yet performed the required instructor or aide hours by 1 July. Ensure that a Flotilla program has been established to encourage those instructors to obtain the required hours. The goal is not to lose instructors through failure to serve.

Establish procedures to ensure that all Instructors are aware of all PE Speed-grams and Ed-Vantages as they are issued. Provide additional material that may be required to reinforce their content.

Encourage the development of training aids for use by Flotilla Instructors, as well as participation in the District and National Training Aid Contests.

At each meeting, report in writing, to the Division Board on the progress in the field of public education and on the status of the Division's Public Education Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

date _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Vessel Examination Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Vessel Examination Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division's CME program and special District event such as CME Month. Keep the Division Board members informed of all developments in these programs.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Vessel Examination Staff Officers in order to implement the CME programs established for nationwide, District wide or Division use and to encourage increased activity, and maintenance of uniformly high standards.

d. Coordinate and cooperate with the SO-MT to encourage the increase in the number of qualified Vessel Examiners and assist in the proper presentation of all required VE/MDV workshops.

e. Maintain current records of decal distribution as may be required to effectively discharge your responsibilities,

f. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Vessel Examination Program is effectively administered.

g. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

h. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

E1-10

Division Captain

SUGGESTED DIVISION VESSEL EXAMINATION STAFF OFFICER DUTIES

Attend all staff meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Take positive steps to ensure that the FSOs-VE are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-VE. Copy the DSO-VE with all of your reports to the VCP.

Be familiar with the contents of the VESSEL EXAMINERS MANUAL, COMDTINST M16796.2(series).

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 VCP and/or DCP.

Establish vessel examination goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Vessel Examiner Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-VE. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-VE off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division. With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Vessel Examination Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from, AUXMIS. Such requests are counter productive as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Assist the Division Operations Staff Officer in publicizing and encouraging a program to secure 100% facility inspections prior to the District deadline date.

Do the utmost to ensure the quality and integrity of all examinations and inspections is maintained.

Issue CME Decals (Seals of Safety) to the FSOs-VE and maintain accountability of all decals provided for the Division's use.

Assist the Division Member Training Staff Officer to encourage an aggressive program to qualify new Vessel Examiners.

With cooperation from the Division Member Training Officer, establish and conduct Vessel Examiner improvement programs.

With cooperation from the Division Member Training Staff Officer, ensure that any required VE/MDV Workshop is properly conducted. Hold a Division Workshop with all FSOs-VE to discuss the District/Division related topics that should be included in the VE/MDV Workshop. Ensure that items particular to this District are included with the National Topics when each workshop is conducted.

Coordinate with the SO-IS to ensure a system is available to identify those VEs that have yet to attend a workshop in time to ensure 100% attendance by all Vessel Examiners in the Division. Conduct Division level workshops as required to accomplish the 100% attendance.

Coordinate with the SO-IS to ensure a system is available to identify those VEs that have not yet performed 10 CMEs by 1 July. Ensure that a Flotilla program has been established to encourage those VEs to obtain the required CMEs. The goal is not to lose examiners through failure to perform 10 CMEs.

Establish procedures to ensure that all Vessel Examiners are aware of all VE Hot Lines and the Vessel Examiner Newsletters as they are issued. Provide whatever additional material that may be required to reinforce their content.

Cooperate with the Division Public Affairs Staff Officer to encourage programs and activities to promote and publicize boating safety and Auxiliary Courtesy Marine Examinations. The objective is to foster a close understanding of the programs among state and municipal boating officials for the purpose of stimulating greater public participation and increased examiner activity.

Establish and oversee a system whereby all marinas and boat launching ramps, in so far as practicable, is assigned to some Flotilla in the Division. It then will be that Flotilla's responsibility to ensure that all boats in the marina are offered a CME and that an examiner is manning the launching ramp on weekends and holidays. It should be understood that no Flotilla owns "exclusive rights" to any ramp or marina. Such assignment is merely to facilitate coverage of all marinas and launching ramps within the Division.

Ensure that appropriate recognition is given to those Examiners that perform 100 or more CMEs.

Cooperate with the Division Public Affairs Staff Officer to ensure effective combining of efforts for mass CMEs and National Safe Boating Week.

At each meeting, report in writing to the Division Board on the progress in the field of member training and on the status of the Division's Vessel Examination Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) and ADSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Operations Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Operations Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over the Division's surface and air operations program, including Search and Rescue, Regatta and/or Safety Patrols and facility inspections, and keep the Division Board members informed of all developments in the program.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Operations Staff Officers, cooperating in every way to ensure prompt and direct flow of information vital to authorized Auxiliary operational activities and to encourage increased activity, and maintenance of uniformly high standards.

d. Coordinate and cooperate with the SO-MT to develop and encourage training in SAR procedures for Auxiliary air, surface and communications facilities and crews.

e. Ensure that every deployment of an operational facility for any activity on behalf of the Coast Guard or Coast Guard Auxiliary is under Coast Guard reimbursable or non-reimbursable patrol orders.

f. Maintain close contact with any Coast Guard units in your area to encourage operational activity and maintenance of uniformity.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Operations Program is effectively administered.

h. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

i. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

SUGGESTED DIVISION OPERATIONS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to operations, including the OPERATIONS POLICY MANUAL, COMDTINST M16798.3 (Series).

Take positive steps to ensure that the FSOs-OP are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-OP and the ADSO-OP(Air) for your Area.

Coordinate and cooperate with all CG Units in your area to ensure that all available Auxiliary facilities (vessel, air and communications) are identified, available and utilized.

Coordinate with the CG Units in your area to ensure that the quantity and quality of SAR responses by Auxiliary facilities is maintained.

Receive the Coast Guard Unit copies of the Auxiliary SAR Report, CG-4612 AUX. Review for completeness, correct as required, and forward to the Coast Guard Unit assigning the Unit Case Number (UCN).

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 VCP and/or DCP.

Establish operational goals and objectives for your Division along with the necessary plans that are required to achieve your goals.

You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

Cooperate with the Division Communications Staff Officer to encourage activities for the planning and conduct of communications watch-standing, communications drills, and the general use of Auxiliary Communication Stations.

Cooperate with the Division Member Training Staff Officer to encourage an aggressive program to qualify new members under the Boat Crew Manual and/or in Air Operations, as member interests dictates.

With the Division Public Affairs Staff Officer, encourage programs and activities to promote and publicize boating safety and Auxiliary Operations and fosters a close understanding of the program among state and municipal boating officials.

With cooperation from the Division Member Training Staff Officer, ensure that the Annual Operations Workshop is properly conducted. Hold a Division Workshop with all FSOs-OP to discuss the topics that should be covered in the OPS Workshop. Ensure that topics concerning Air Operations, ATON/Chart Updating and communications, along with items peculiar to this Division and District, are included with the National Topics when each workshop is conducted.

Coordinate with the SO-IS to ensure a system is available to identify those members qualified in the BCQ Program, that have yet to attend a required workshop, in time to ensure 100% attendance by those in the Division active in Operations. Conduct Division level OPs Workshops, as required, to accomplish the 100% attendance.

With cooperation from the Division Information System Staff Officer, establish a follow-up system to minimize the loss of member boat crew qualification from failure to perform any required patrol hours.

At each meeting, report in writing, to the Division Board on the progress in the field of operations and on the status of the Division's Operations Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla operations staff officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-OP. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-OP off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

Establish and oversee a system for processing all Vessel Facility Inspection forms. Issue the appropriate Facility Decals. Provide any accounting of forms and decals, as may be required, to the Director's Office. Ensure that the Coast Guard Group(s) have up-to-date Vessel Characteristics for those facilities with which they may have occasion to work.

With cooperation from the Division Vessel Examination Staff Officer, establish, publicize and encourage a program to secure 100% facility inspections prior to the District deadline date.

As the District deadline for Facility Inspections approaches, provide timely feedback to the Division Board on those facilities that have yet to be inspected.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Operations Program. When a weakness is observed at Flotilla level, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from, AUXMIS. Such requests are counter productive, as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Member Resources Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Member Resources Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division's Member Resource Program, and keep the Division Board informed of all developments in the program.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Member Resources Staff Officers in order to implement the member resource programs established for nationwide, District wide or Division use.

d. Coordinate and cooperate with the SO-PA in publicizing the member resource program.

e. Effectively implement the member resource program in accordance with prescribed procedures.

f. Maintain such records as may be required to effectively discharge your responsibilities.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Member Resource Program is effectively administered.

h. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

i. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

E1-18

Division Captain

SUGGESTED DIVISION MEMBER RESOURCES STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops, workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to member growth and retention, including the MEMBERSHIP RECRUITING AND RETENTION GUIDE, COMDTPUB P16794.12 (Series).

Take positive steps to ensure that the FSOs-MR are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-MR.

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 VCP and/or DCP.

Establish Member Resource goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Member Resources Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-MR. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-MR off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication, to pass information of a general nature or of wide spread interest down to the Flotilla members within the Division.

Establish procedures to ensure that the Retired Members in the Division are not forgotten but are afforded the privileges to which they are entitled.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Member Resource Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from AUXMIS. Such requests are counter productive, as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Develop and implement programs and activities to promote the growth of the Auxiliary, through member gains and chartering new Flotillas, so that it will ultimately serve all nearby boating areas.

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 stresses that Flotilla staff officers look for symptoms of potential drop-out; missed meetings, and no CME, OP or PE activity. Encourage contacting these members directly and trying to involve them in the cornerstone and other programs or in advanced training.

Prior to final action by the District on a disenrollment request, or disenrollment action initiated by a Flotilla, contact the FSO-MR of the member's Flotilla. Ensure that FSOs-MR were involved "before-the-fact" in all disenrollment actions in their Flotilla and that the District policy of direct contact was followed and the alternatives of Retired Membership were offered. Advise the DCP of the Flotilla's actions.

Cooperate with the Division Public Education Staff Officer to encourage presentation of the Auxiliary story to each public education class and invitations to the students to apply for membership.

Cooperate with the Division Public Affairs Staff Officer to encourage presentation of the Auxiliary story in articles and by Auxiliary speakers.

Assist the Division Member Training Officer, to ensure that new members be guided through the process of basic qualification without undue delay and given encouragement for further participation in advanced training, particularly taking the Administrative Procedures Course examination.

Ensure that procedures are established and followed, in each Flotilla, to conduct a thorough Pre-BQ Interview. This interview should be conducted by the Flotilla Commander and stress the full and complete meaning of Auxiliary Membership with all of it's advantages AND obligations.

At each meeting, report in writing, to the Division Board on activities and progress in member resources and the status of the Division's Member Resources Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Public Affairs Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Public Affairs Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all Auxiliary public affairs and public information matters within the Division, and keep the Division Board members informed of all developments in the program.

b. Maintain close liaison with the District and Flotilla Public Affairs Staff Officers, cooperating in every way to establish effective working relationships with the newspaper, radio and television media in a manner which will facilitate coverage of Auxiliary activities.

c. Coordinate and cooperate with the SO-PE, SO-VE, SO-OP, SO-MR and SO-CC to encourage effective coverage of their activities.

d. Originate, as appropriate, articles for Flotilla, Division, District and National Publications.

e. Promote the best possible public image of the Auxiliary in the Division.

f. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Public Affairs Program is effectively administered.

g. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

h. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-22

SUGGESTED DIVISION PUBLIC AFFAIRS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to public affairs including the PUBLIC AFFAIRS OFFICER'S GUIDE, COMDTINST M5728.3(series).

Take positive steps to ensure that the FSOs-PA are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-PA.

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 VCP and/or DCP.

Establish Public Affairs goals and objectives for your Division area along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Public Affairs Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-PA. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-PA off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication, to pass information of a general nature or of wide spread interest down to the Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Public Affairs Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

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.

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 Division and District before formal agreements are made with the firm providing the printed messages. Establish and oversee a program whereby all Home Shows and Boat Shows in the Division, in so far as practicable, have a Boating Safety Booth on display. Attempt to have a Boating Safety Booth set up in all major Shopping Malls during National Safe Boating Week. Work with and coordinate with the FSOs-PA in this effort.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from AUXMIS. Such requests are counter productive, as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Develop and direct an organized program of activities to obtain Auxiliary publicity.

Maintain close liaison with and 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 facilitate coverage of Coast Guard and Auxiliary activities.

Originate as appropriate, articles for Flotilla, Division, District and National Publications, clearing articles as required with the District Commodore and Director.

Promote the best possible image of the Auxiliary.

Assist the Division Public Education Staff Officer and Division Vessel Examination Staff Officer with advertising and publicity.

Encourage and oversee participation in the National Safe Boating Week activities by all Auxiliary Flotillas in the Division.

Encourage and oversee the use of the Half-boat for PA efforts by all Auxiliary Flotillas in the Division.

Assist the Division Career Candidate Staff Officer with advertising and publicity concerning the Academy Introduction Mission (AIM) and the Recruit Assistance Programs (RAP).

Cooperate with the Division Member Resources Staff Officer to publicize the Auxiliary and to attract new members.

Cooperate with the Division Publication Staff Officer in obtaining Action Photos of Flotilla activity for publication in the District and National publications, and for entering in any District and National Photo Contests. Retains a file of photos received for possible future use.

At each meeting, report in writing, to the Division Board on activities and progress in the Division's Public Affairs Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Publications Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Publications Staff Officer for the calendar year 19____.

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

a. Be the editor of the Division Publication.

b. Maintain close liaison with the District and Flotilla Publications Staff Officers to ensure a prompt flow of suitable articles and information of interest to the readership within the Division.

c. Encourage all members to submit articles of interest for the Division Publication.

d. Receive photographs of Flotilla activities as may be appropriate for use in the Division and/or District Publication.

e. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Publication is effective and useful.

f. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

g. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-26

SUGGESTED DIVISION PUBLICATIONS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops, workshops and training sessions called, particularly those for the training of elected and staff officers.

Take positive steps to ensure that the FSOs-PB are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Be responsible for the development and growth of Flotilla Publications. Maintain liaison, provide assistance, give encouragement and disseminate good ideas and helpful hints. Every Flotilla should publish some type of newsletter. Encourage and assist the FSOs-PB in accomplishing this goal.

Initiate and maintain contact with the DSO-PB.

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 VCP and/or DCP.

You are to establish goals and objectives for publications within your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Publication Staff Officers. The frequency of such mailing will be that required to pass down any information received from the DSO-PB. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-PB off in the right direction. This also includes quarterly reminders to the FSOs-PB of the Division Publication deadline. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Ensure that all FSOs-PB are aware of and follow the recommended distribution of Flotilla Newsletters. Copies should be provided to the DIRAUX, DCO, VCO, RCO (of your area), DSO-PB, DCP, VCP and SO-PB. (These officials should also be provided copies of the Division Publication.) When practicable, Flotillas should exchange copies with the other Flotilla Commanders in the Division.

Cooperate with the Public Affairs Staff Officer in obtaining Action Photos of Flotilla activity for publication in the Division, District and National publications, and for entering in any District and National Photo Contests.

Maintain a file of all unit publications and/or articles submitted to other publications.

Maintain the required sets of Flotilla and Division publications for entry in any District Publication Contest.

At each meeting, report in writing, to the Division Board on activities and progress in carrying out these duties.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Secretary/Records Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Secretary/Records Staff Officer for the calendar year 19____.

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

a. Be responsible for the recording and subsequent publication of the minutes of the Division when it meets in official sessions.

b. Maintain close liaison with the District and Flotilla Secretary/Records Staff Officers.

c. Maintain a current record of Division Officers, committee assignments and such other appointments as may be made by the DCP.

d. Maintain a current list of Flotilla Officers and Staffs.

e. Maintain such other records as may be required to ensure the correctness and continuity of administration.

f. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division is effectively administered.

g. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

h. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

SUGGESTED DIVISION SECRETARY/RECORDS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Take positive steps to ensure that the FSOs-SR are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-SR.

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 VCP and/or DCP.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Assume staff responsibility for matters pertaining to administrative and personnel reporting.

Maintain a copy of the correct Alpha listing, and cooperate with the Information System Staff Officer, as required, in ensuring the members records in AUXMIS are correct.

Maintain a copy of the Division Standing Rules and other records as may be required to ensure the correctness and continuity of administration.

At least twice a year, communicate with all FSOs-SR to remind them of the proper distribution for the Flotilla Minutes. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-SR off in the right direction.

Conduct ballot by mail when so directed.

Prepare and mail notices of all Division Board meetings.

Prepare correspondence for signature of the Division Captain.

Submit articles to the Division Publication when deemed necessary to keep the Flotilla members within the Division informed or when requested.

At each Division Board meeting, present the minutes of the previous meeting for approval. Also report to the Division Board the activities and progress in carrying out these duties.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP and the applicable DSO(s) (for matters concerning their particular areas).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Finance Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Finance Staff Officer for the calendar year 19____.

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

- a. Exercise staff responsibility and supervision over all Division financial matters, and keep the Division Board informed of all developments in this area.
- b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.
- c. Maintain close liaison with the District and Flotilla Finance Staff Officers.
- d. Keep complete and understandable records of all receipts, disbursements, and other financial transactions.
- e. Serve as a member of the Division Budget Committee and prepare an annual budget for consideration by the committee and for approval by the Division Board.
- f. Render financial reports at Division meetings and as otherwise required. Encourage prompt payment of obligations.
- g. Prepare the Annual Financial Report for review by the Division Audit Committee and submission to the Director.
- h. Under my supervision, you shall receive and pay out all monies of the Division in accordance with its Standing Rules.
- i. Immediate supervisory responsibility for routine matters is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's finances are effectively administered.
- j. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.
- k. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain
E1-32

SUGGESTED DIVISION FINANCE STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the Division Standing Rules and the contents of the various other Auxiliary publications that pertain to handling and accounting for Auxiliary finances.

Take positive steps to ensure that the FSOs-FN are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-FN.

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 VCP and/or DCP.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Finance Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-FN. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-FN off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare an article for the Division publication, when appropriate, to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

Promptly mail out statements as specified in the Division's Standing Rules. You are responsible for the collection of all dues from the Flotillas.

Ensure prompt payment of District dues and/or any other financial obligations as authorized by the approved Division Budget, by the Division Captain as permitted by the Standing Rules, or by approval voted by the Division Board.

Prepare an Order Form, with Division price lists, for use by the Flotillas in ordering Public Education Course materials.

At each meeting, report in writing, to the Division Board on activities and progress in carrying out these duties.

Provide a complete financial statement for review by the Division Board as required by the DCP.

Provide data required for the annual Audit Committee report to the Division Board and Director.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP and the applicable DSO(s) (for matters concerning their particular areas).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Division _____
To: _____

Subj: Appointment as Division Communication Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Communications Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division communications, and keep the Division Board informed of all developments in this area.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Communications Staff Officers in planning, organizing and implementing the Division's communication activities.

d. Encourage the obtaining and use of additional radio facilities. Ensure that every activation of an Auxiliary Radio facility is under Coast Guard orders.

e. In cooperation with the Member Training Staff Officer, encourage increased member participation in communications training and qualification as communications specialists.

e. Maintain such records as may be required to effectively discharge your responsibilities.

f. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Communications Program is effectively administered.

g. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

h. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-35

SUGGESTED DIVISION COMMUNICATIONS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend the District Board Meetings held in your area.

If not previously qualified, become qualified as a Communications Specialist.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to communications, including the Operations Policy Manual, COMDTINST M16798.3(series).

Take positive steps to ensure that the FSOs-CM are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-CM.

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 VCP and/or DCP.

Establish Communications goals and objectives for your Division along with the necessary plans that are required to achieve your goals.

You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Communications Staff Officers. The frequency of such a mailing is to be that required to pass down all information received from the District Communications Staff Officer. It should also pass down all communication information received from any other source. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-CM off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare at least one article for each issue of the Division Publication, to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the status of the Division's Communication Stations. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Manage the fixed-land and land-mobile radio facilities in the Division. Maintain the records required by the DSO-CM and provide any reports that may be required.

Assist the FSOs-CM, as may be required, to inspect Fixed Land and Land Mobile Radio Facilities.

Work with the area communication coordinators, and the District Staff Officer for Communications, in planning, organizing, directing, and controlling Auxiliary communications.

In coordination with the Division Member Training Staff Officer and the Division Operations Staff Officer, encourage inclusion of communication items in any required Operations Workshop. Also encourage training exercises in search and rescue communications for vessels, aircraft and communications facilities.

Maintain an up-to-date list of communications specialists from District distributed AUXMIS printouts.

At each meeting, report in writing, to the Division Board on the progress in the field of communications and on the status of the Division's Communications Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Career Candidate Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Career Candidate Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over the Division's Academy Introductory Mission (AIM) Program and the Recruitment Assistance Program (RAP), and keep the Division Board informed of all developments in these programs.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Career Candidate Staff Officers for Project AIM and RAP.

d. Effectively implement the District's AIM and RAP Programs in accordance with prescribed procedures.

e. Cooperate with the SO-PA in publicizing the AIM and RAP Programs.

f. Chair the Division's AIM Candidate Selection Board.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's AIM and RAP Programs are effectively administered.

i. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

j. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

SUGGESTED DIVISION CAREER CANDIDATE STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to the AIM and RAP Programs.

Take positive steps to ensure that the FSOs-CC are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-CC.

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 VCP and/or DCP.

Establish AIM and RAP goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the District Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Career Candidate Staff Officers. The frequency of such mailing will depend on your particular program and the timing of it's various events. As a minimum, it will be that required to pass down to the flotillas all information received from the DSO-CC. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-CC off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare an article for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

Obtain AIM Material published by the Coast Guard Academy for use by the Flotilla Staff Officers.

Obtain and distribute, the Cadet Profile for use by Flotilla Staff Officers in selecting future AIM Candidates.

Cooperate with the Division Public Affairs Staff Officer to obtain local publicity of the AIM and RAP Programs.

Establish and oversee a system whereby each high school in the Division's area, in so far as practicable, is assigned to a Flotilla whose FSO-CC is responsible for presenting the AIM and RAP information at that school.

Each year establish, and serve as Chairman, an AIM Candidate Selection Board. This board is to review all applications received from prospective AIM Candidates in the Division, interview the applicants, and select the Division AIM Candidate in accordance with the established procedures.

Work with each local Coast Guard unit to hold an "AIM Day" each year for applicants to the AIM Program. All applicants, not just those selected to attend the Academy, should be included.

Encourage a follow-up program of persons sponsored during the AIM program to encourage them to take the entrance examinations and other steps necessary to apply for admission to the Academy. Encourage the FSOs-CC to remain in contact with those admitted during the time they are attending the Academy.

Obtain feedback from AIM Candidates on ways to improve the program.

Be thoroughly familiar with Coast Guard recruiting programs and procedures.

Encourage Flotilla Staff Officers to increase their participation in the AIM and RAP programs by visit to each high school in their geographic area to acquaint the counselors with the AIM Program. They should also cooperate with the area Coast Guard recruiters.

Encourage the follow-up on unsuccessful AIM candidates for possible enlistment or application to the Academy or Officer Candidate School.

At each meeting, report in writing, to the Division Board on progress and activities in the AIM program and in the recruitment assistance program (RAP).

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP and the applicable DSO(s) (for matters concerning their particular areas).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Information Systems Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Information Systems Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the collection, recording and forwarding of the Division's AUXMIS data, and keep the Division Board informed of all developments in this area.

b. Maintain close liaison with the District and Flotilla Information Systems Staff Officers in order to ensure proper credit is received for the members' and Flotilla's activities.

c. Coordinate and cooperate with the SO-VE, SO-PE, SO-OP, SO-MT, SO-MR SO-AN and SO-PA so that they are kept advised of the progress in each of their areas of responsibility.

d. Maintain such records as may be required to effectively discharge your responsibilities.

e. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's activities are effectively and accurately recorded.

f. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

g. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-41

SUGGESTED DIVISION INFORMATION SYSTEMS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the IS and AUXMIS training of elected and staff officers.

Be familiar with the contents of all the various publications that pertain to AUXMIS including the AUXILIARY MEMBERS AUXMIS GUIDE, COMDTINST M16790.2(series).

Take positive steps to ensure that the FSOs-IS are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the DSO-IS.

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 VCP and/or DCP.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Information Systems Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-IS. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-IS off in the right direction. The purpose of these mailings is to ensure that communication down to the Division and Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

Review the appropriate AUXMIS Printouts on a regular basis to track the input of the Division's activities. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Be knowledgeable of the contents of the MEMBER AUXMIS GUIDE, COMDTINST M16790.2 and the procedures for members to follow when submitting AUXMIS-related forms.

Provide timely feedback to FSOs-IS on specific information concerning member-initiated errors to reduce processing and transaction error recovery time in the Director's office.

Coordinate all Division IS/AUXMIS activities with the Director's Office.

Establish a training program so that all Flotilla Staff Officers will be aware of the procedures required for "real-time" reporting, to the Flotilla Officers and Staff, of Flotilla performance toward the AMOS objectives.

Receive from the FSOs-IS, and check for errors and omissions, all required AUXMIS Reports and make a weekly submission to the Director's Office.

Upon receipt of the Transaction Listing and Transaction Error Listing from the Director's Office, check the items shown on these listings against your submittal. Ensure that all transactions sent are correctly entered into AUXMIS. Where possible, correct all items shown on the Error Listing and resubmit. Where correction is not possible, return the cards with errors to the FSO-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 DSO-IS and/or Director's Office.

Establish a system so that you are able to provide "real-time" reporting of AUXMIS data to the Division Board and Staff. This includes preparing a AMOS type report showing attainment in the four AMOS areas, for all of the Flotillas, as of your latest submittal of AUXMIS Reports to the Director's Office.

Establish a system so that you are able to provide to the SO-OP the names of those members, by flotilla, that have not yet taken the Operations Workshop, at least one month prior to the workshop deadline.

Establish a system so that you are able to provide to the SO-VE the names of those VEs, by flotilla, that have not yet taken the Vessel Examiner Workshop, at least one month prior to the seminar deadline.

Establish a system so that you are able to provide to the SO-VE the names of those VEs, by flotilla, that have not, as of 1 July, performed the required 10 CMEs.

Upon receipt of the One Page Management Report, extract the pertinent data for presentation to the Division Staff Officers.

At each meeting, report in writing, to the Division Board on progress and activities in the Division's Information System.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP and the applicable DSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION

UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____

To: _____

Subj: Appointment as Division Aids to Navigation Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Aids to Navigation Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over chart updating patrols and the prompt reporting of discrepancies in aids to navigation (ATON), chart discrepancies and chart updating information, and inspection of Private Aids to Navigation. Keep the Division Board informed of all developments in these areas.

b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.

c. Maintain close liaison with the District and Flotilla Aids to Navigation Staff Officers and request a monthly activity report. Forward to the DSO-AN, by 1 October each year, changes desired on chart distribution.

d. Coordinate and cooperate with the SO-OP to ensure that all Aids to Navigation and Chart Updating patrols are performed under Coast Guard Patrol orders.

e. Foster interest for members to report aid discrepancies, to inspect private aids, and to maintain their own navigational publications in an up-to-date condition.

f. Maintain such records as may be required to effectively discharge your responsibilities. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

g. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's aids to navigation program is effectively administered.

i. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-45

SUGGESTED DIVISION AIDS TO NAVIGATION STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

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.

Take positive steps to ensure that the FSOs-AN are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with your the DSO-AN.

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 VCP and/or DCP.

Establish Aids to Navigation/Chart Updating goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Aids to Navigation Staff Officers. The frequency of such mailing will be that required to pass down all information received from the DSO-AN. A mailing should be sent as an introduction prior to the start of the year, with any directions, procedures, reminders that may be necessary to start new FSOs-AN off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the status of the division's aids to navigation program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Keep the automated NOS chart distribution records up-to-date. Annually advise the District Aids to Navigation Staff Officer of necessary changes to this system. All nautical charts delivered to the Division under the automatic system, shall be distributed by you to the Flotillas.

You will request, assign and follow-up on special investigation projects and provide assistance to Auxiliaries in the completion and submission of special investigation reports.

You will request, assign and follow-up on inspections of Private Aids to Navigation and provide assistance to Auxiliaries in the completion of this mission and submission of the required reports.

You will receive all reports from the Flotillas and will review them immediately for readability, accuracy and any errors of omission. You will correct any obvious errors and forward the reports as prescribed in the Aids to Navigation and Chart Updating Manual.

From the data received from the FSOs-AN in their report due prior to the 15th, submit the Monthly Activity Report as required by the Aids to Navigation and Chart Updating Manual to the DSO-AN, with a copy to the DCP, prior to the 20th of each month.

Cooperate with local Coast Guard units for the purpose of establishing and maintaining Auxiliary AtoN patrols as well as rendering assistance and/or transport for Coast Guard personnel for emergency AtoN servicing. Ensure any movement of Auxiliary facilities is performed under Coast Guard patrol orders.

In coordination with the Member Training Staff Officer and the Operations Staff Officer, encourage the inclusion of aids to navigation information in any required Operations Workshop. Also coordinate the development of training programs to establish member proficiency in chart updating activities.

At each meeting, report in writing, to the Division Board on activities and progress in the Division's Aids to Navigation Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP and the applicable DSO(s) (for matters concerning their particular areas).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date) _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Materials Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Materials Staff Officer for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over the procurement of materials including stationary, forms and publications for distribution to the Division Elected and Staff Officers and keep the Division Board informed of all developments in this area.

b. Maintain close liaison with the District and Flotilla Materials Staff Officers.

c. Coordinate and cooperate with all Division Staff officers in order to keep them supplied with the items necessary for the performance of their duties.

d. Maintain and disseminate, as required, listings of supplies, sources and information on procurement.

e. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division maintains an adequate supply of materials for proper operation.

f. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

g. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-48

SUGGESTED DIVISION MATERIALS STAFF OFFICER DUTIES

Attend all meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops training sessions called, particularly those for the training of elected and staff officers.

Take positive steps to ensure that your counterpart staff officers at Flotilla level are well trained. Conduct whatever workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Provide leadership and guidance to all FSOs-MA.

Initiate and maintain contact with the DSO-MA.

Be alert for any reports on problems with supplies from the National Store and National Supply Center that affect your area of responsibility. Take appropriate action to resolve the problems. Keep the DSO-MA, VCP and DCP advised of your actions in this area.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Material Staff Officers. The frequency of such mailing will be that required to pass down all information received from the DSO-MA. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-MA off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare an article for each issue of the Division publication to pass information of a general nature or of wide spread interest down to Flotilla members within the Division.

Encourage the use of the District Material Center. Ensure that all division members have the information on how to order, have the order forms, and have the latest price list.

Maintain an up to date inventory, and custody list, of all Division owned property and all Coast Guard property assigned to the Division . This is to include all Movie, Overhead, and Slide projectors, film and slides. Coordinate and cooperate with the applicable Division Staff officers in keeping the inventory and custody list correct.

It is the SO-MA's responsibility to advise the Division Board and Staff and the FSOs-MA of any changes or updates to the publications and forms, when notification of such changes is received.

The SO-MA is to order material from the ANSC as required and will take orders from the DCP, VCP and Division Staff. The SO-MA is responsible for maintaining a sufficient supply of the following items:

ANSC #6020	CG-4773B	- Certificate of Appreciation
ANSC #6021	CG-4892A	- Certificate of Appointment
ANSC #7100	CG-3502A	- Penalty Indicia Mailing Labels
ANSC #7101	CG-3518	- Penalty Indicia Post Cards
ANSC #7102	CG-3642	- Auxiliary Letterhead
ANSC #7103	CG-3825	- Auxiliary Envelopes
ANSC #7104	CG-3883	- RAPIDRAFT Letter
ANSC #7105		Penalty Indicia White Envelopes (4x9)
ANSC #7106		Penalty Indicia Manila Envelopes (9x12)
- -		Penalty Indicia Manila Envelopes (6x9.5)
		CG District Franked Cover Sheets

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) (for matters concerning their particular areas).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

date _____

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Dealer Visitation Staff Officer

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Dealer Visitation Staff Officer, SO-MV, for the calendar year 19____.

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

a. Exercise staff responsibility and supervision over all matters pertaining to the Division's Marine Dealer Visitation program. Keep the Division Board members informed of all developments in this program.

b. Maintain close liaison with the Assistant District Staff Officer -Marine Dealer Visitation (ADSO-MDV) and the District Vessel Examination Staff Officers and the Flotilla Dealer Visitor Officer in order to implement the MDV programs established for nationwide, District wide or Division use and to encourage increased activity, and maintenance of uniformly high standards.

c. Coordinate and cooperate with the SO-MT to encourage the increase in the number of qualified Dealer Visitors and assist in the proper presentation of all required VE/MDV workshpos.

d. Maintain current records of decal distribution as may be required to effectively discharge your responsibilities,

e. Immediate supervisory responsibility for your office is vested in the VCP. Cooperate with the VCP in every way to ensure that the Division's Marine Dealer Visitation Program is effectively administered.

f. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

h. Additional duties of your office include, but are not limited to, the attached.

3. I am pleased to have you as a member of my staff.

Division Captain

E1-51

SUGGESTED DIVISION MARINE DEALER VISITATION STAFF OFFICER DUTIES

Attend all staff meetings of the Division. Give the Vice Captain prior notice when such attendance is not possible.

Whenever possible, attend District Board Meetings held in your area.

Be prepared to assist the Flotillas with any workshops and training sessions called, particularly those for the training of elected and staff officers.

Take positive steps to ensure that the FSOs-MV are well trained. Conduct workshops and/or training program(s), as may be necessary, to ensure that District policy is followed in your program.

Initiate and maintain contact with the ADSO-MDV and DSO-VE. Copy the ADSO-MDV with all of your reports to the VCP.

Be familiar with the contents of the MARINE DEALERS VISITOR MANUAL, COMDTINST M16796.3(series).

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 VCP and/or DCP.

Establish goals and objectives for your Division along with the necessary plans that are required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Division Board at each meeting. A comparison should be made with last year's progress.

As a Division Staff Officer, you are a direct representative of the Division Captain, and as such, you are directed to visit and communicate with the various Flotillas as may be required to assist them. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

Prepare regular mailings to the Flotilla Marine Dealer Visitation Staff Officers. The frequency of such mailing is to be that required to pass down all information received from the DSO-VE and/or ADSO-MDV. A mailing should also be sent as an introduction prior to the start of the year, with any directions, procedures and reminders that may be necessary to start new FSOs-MV off in the right direction. The purpose of these mailings is to ensure that communication down to the Flotilla level is maintained. When appropriate, copies will be provided to the Division Board and applicable District Staff Officers.

Prepare one or more articles for each issue of the Division publication to pass information of a general nature or of wide spread interest regarding your program down to Flotilla members within the Division.

With cooperation from the SO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Division's Marine Dealer Visitation Program. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCP or VCP to use in requesting information from the Flotilla Commanders on the perceived problems.

Refrain from requesting information and data from the Flotilla staff officers that is collected by, and available from, AUXMIS. Such requests are counter productive as they turn the staff officers attention away from their primary tasks to that of duplicate data collection.

Do the utmost to ensure the quality and integrity of all Marine Dealer Visitations are maintained.

Issue Marine Dealer Decals to FSOs-MV and maintain accountability of all decals provided for the Division's use.

Assist the Division Member Training Staff Officer to encourage an aggressive program to qualify new Marine Dealer Visitors. With cooperation from the Division Member Training Officer, establish and conduct Marine Dealer Visitors improvement programs.

With cooperation from the Division Member Training Staff Officer, ensure that any required VE/MDV Workshop is properly conducted. Hold a Division Workshop with all FSOs-MV to discuss the District/Division related topics that should be included in the VE/MDV Workshop. Ensure that items particular to this District are included with the National Topics when each workshop is conducted.

Coordinate with the SO-IS to ensure a system is available to identify those MDVs that have yet to attend a workshop in time to ensure 100% attendance by all Marine Dealer Visitors in the Division. Conduct Division level workshops as required to accomplish the 100% attendance.

Establish procedures to ensure that all Marine Dealer Visitors are aware of all VE/MDV Hot Lines and The Marine Dealer Visitor Newsletter as they are issued. Provide additional material that may be required to reinforce their content.

Establish and oversee a program whereby all Marine Dealers, in so far as practicable, have been assigned to a specific Flotilla for coverage under the Marine Dealer Visitation Program.

At each meeting, report in writing to the Division Board on the progress in the field of member training and on the status of the Division's Marine Dealer Visitation Program.

Copies of all correspondence from you, when appropriate, are to be provided to the DCP, VCP, and applicable DSO(s) and ADSO(s) (for matters concerning their particular area).



DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD AUXILIARY
(AUTHORIZED BY CONGRESS 1939)
THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

(date)

From: Division Captain, Div _____
To: _____

Subj: Appointment as Division Uniform and Flag Code Advisor

1. In accordance with the applicable provisions of the U. S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), I hereby appoint you as the Division Uniform and Flag Code Advisor for the calendar year 19____.

2. Your duties and responsibilities are as follows:

a. Be thoroughly knowledgeable in the proper wearing of the Auxiliary uniform and uniform items, and serve as the advisor to the Division Board on these matters.

b. Seek ways and opportunities to foster and encourage the proper wearing of the uniform.

c. Prepare articles for the Division publication to inform the membership and to advise them of current uniform changes.

d. Attend and participate in the Division Board Meetings.

e. Visit the Flotillas to encourage the wearing of the uniform, and to conduct workshops on the proper wearing of the uniform. Be available to provide advice to members concerning the proper purchase of uniform items.

f. Maintain close liaison with the DSO-MT, DSO-MR, and your counterpart at the District level.

g. Whenever possible, attend District Board Meetings held in your area.

h. Inform the VCP if you wish to bring a uniform matter before the Division Board. A written report is not required, but at your option may be provided all attendees.

3. Supervisory responsibility for your office is vested in the VCP, however, you are requested to provide any support needed to ensure the Division Meetings are successful.

4. I am pleased to have you as a member of my staff.

Division Captain

E1-55

Sample Flotilla Commander Report

(Report Date)

From: Flotilla Commander, (Unit Number)
To : Division Captain, (Division Number)

Subj: Flotilla Activity Report for Month of _____

1. Meetings, conferences, seminars, workshops, presented and/or attended during previous month. (Give locations, dates, purpose, results and any resulting requirements for the division)
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 during immediate future. (Training exercises, radio watch standing, RAP/AIM, 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 DCP prepared by FC or FSO's distributed to members. (If not of general interest, omit)
6. Situations requiring assistance of the DCP, VCP or Division Staff.
7. Flotilla members or staff to be commended for specific tasks or actions by the DCP. (Give names and include a brief description of task or action performed.)

(Signature)
(Printed Name)

Enclosures:

Copy: VFC

INSTRUCTIONS: If there is no information to report in one or more of the paragraphs above, delete the paragraph and renumber the others. Do not report information of a statistical nature that has already been made available to the DCP through Information Systems channels.

Sample Division Staff Officer Report

(Report Date)

From: SO-_____

To : Division Vice Captain (Unit Number)

Subj: Monthly Activity Report for _____

1. Meetings, conferences, seminars, workshops, etc. attended or conducted during previous month, or will attend in near future.)
2. Activities, projects, events, etc. completed or scheduled for the immediate future.
3. Training conducted for Flotilla staff and/or 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 DCP if of interest)
6. Actions recommended for the Division Captain with respect to unit problems.
7. Names of flotilla officers or members to be recognized by the DCP for exemplary performance.

(Signature)
(Typed Name)

Enclosures:

copy: Division Board
DSO-(appropriate DSO)

INSTRUCTIONS: If there is no information to report in one or more of the paragraphs above, delete the paragraph and renumber others. Do not report information of a statistical nature that is available to the DCP from normal Information Systems sources.

Sample Meeting Attendance Form

MEETING ATTENDANCE CHECK-OFF FORM

DIVISION _____

MEETING DATE : _____

Place a Check-Mark (x) in Spaces Opposite Each Name if Present.

DIVISION BOARD

_____	DCP	William Smith
_____	VCP	Thomas Jones
_____	IPDCP	Mary Williams
_____	FC 14-1	Albert Jones
_____	FC 14-2	Norm Rider
_____	FC 14-3	Charles Miller
_____	FC 14-4	Richard Scott
_____	FC 14-5	Ron Dutton
_____	FC 14-6	Jean Goodwin

DIVISION STAFF

_____	SO-AN	Robert Warren
_____	SO-CC	Steve Zunno
_____	SO-CM	James Dryden
_____	SO-FN	Edith Nelson
_____	SO-IS	Norman Johnson
_____	SO-MA	Robert Smith
_____	SO-MR	Will Barret
_____	SO-MT	Dan Thomas
_____	SO-OP	Melvin Norris
_____	SO-PA	Paul Patton
_____	SO-PB	Jerry Freeman
_____	SO-PE	James Donald
_____	SO-SR	Carl Corvin
_____	SO-VE	Marvin Price

NAMES OF VFC'S PRESENT: _____

NAMES OF OTHER VISITORS: _____

SAMPLE DISASTER EMERGENCY PLAN

NOTE: This Disaster Emergency Plan was prepared by a Division in the Fifth Coast Guard District Auxiliary (Southern Region). It is included to serve as a guide in preparing your Disaster Emergency Plan per COMDTINST M16798.3(series).

DIVISION

U. S. COAST GUARD AUXILIARY - FIFTH DISTRICT (SR)

DISASTER EMERGENCY PLAN

A. References.

1. Northern Area Disaster Emergency Plan.
2. AUXILIARY OPERATIONS POLICY MANUAK, COMDTINST M16798.3C.
3. Fifth District Auxiliary (SR) Policy Manual, D5INST M16791.1A.

B. Purpose.

1. The purpose of the Division Disaster Emergency Plan is to specify actions to be taken by the Division prior to the occurrence of a disaster, when a condition of alert readiness, warning or danger is announced by designated Coast Guard authority, and to ensure the readiness of personnel and resources of the flotillas to support Coast Guard mission requirements for disaster relief.

C. Auxiliary Use.

1. The use of Auxiliary personnel and vessel, aircraft and fixed land/mobile radio facilities (hereinafter "facilities") to assist in the performance of certain Coast Guard missions is authorized in Sections 822, 826, and 831 of Title 14, U.S. Code. The decision to use Auxiliary resources by the division and area for disaster emergencies rests with the District Commander and the Commander, Coast Guard Group Baltimore. Auxiliary members are expected to be trained, and surface, air, and radio facilities are expected to be maintained in a condition of readiness to support Coast Guard requirements. Auxiliary resources within the Division and its Flotillas are reserved for primary support of the Coast Guard in times of disaster and will not be committed to the use of outside organizations without prior approval.

D. General Guidelines.

1. Some disasters such as tornadoes, waterfront or on the water explosions and fires, chemical and oil spills, and on the water collisions take place with little or no warnings. Such disasters may pose a danger to life, property, and communications, and require advance planning. An understanding of their characteristics is necessary. Each Flotilla within the Division will have a Disaster Relief Plan, and in its preparation consider such factors as geographic location, and unit capabilities and limitations.

2. Weather forecasting usually makes possible an early prediction of conditions which could arise from hurricanes, storms, and flooding. Hurricanes and flooding present the greatest and most probable threats to the Northern area. Damage from these storms would most likely result from high winds, high tides, and flooding caused by heavy rains, especially in the area of the Chesapeake Bay and its tributaries. Division and Flotilla Officers should be especially vigilant and alert to prepare necessary plans and procedures for the use of personnel and other resources that may be needed during the season when these storms are most likely to occur. The annual hurricane season for this area is generally from 1 June through 30 November, requiring the Auxiliary to maintain an alert status.

E. Division Assistance.

1. In disaster situations Auxiliary resources may be utilized by the Coast Guard before, during, and after disasters to perform a variety of support missions:

a. Patrols to warn and/or evacuate personnel located in endangered areas, transport supplies, personnel and equipment to and from disaster sites, assist in providing coordination of waterway boat traffic, and assure that small craft and waterfront properties are secure.

b. Establish and maintain radio communications between units operating in 5a above, and between the Coast Guard and the Auxiliary.

c. Where necessary establish and maintain activities to support the Coast Guard and to ensure the safety of the general public.

F. Organization.

1. The Division Captain (DCP) is responsible for insuring that each flotilla in the Division has a disaster plan, a current Emergency Call-out Roster, and current Calling Tree in place by 1 June of each year.

2. The Division Captain upon being notified by the Rear Commodore Northern Area (RCO-NA), the Northern Area Disaster Emergency Coordinator (NA-DEC), or proper Coast Guard authority that a condition of alert, readiness, warning or danger exists, shall be responsible for communicating this condition to the Vice Division Captain (VCP), the Division Staff Officer for Operations (SO-OP), the Division Staff Officer for Communications (SO-CM) and to each Flotilla Commander (FC). (See Annex A, Division Emergency Calling Tree)

3. The DCP and the Division Staff are responsible for coordinating communications to assure that the disaster condition has been fully disseminated to the various flotilla units. The SO-OP will advise DCPs of other Divisions as to the status of Division (#) vessel/air facilities in their area as each Condition is set. The DCP and the Division Staff will assist in supervising relief support activities of Flotillas within the Division in coordination with the Northern Area Disaster Emergency Coordinator (NA-DEC), CG Group Baltimore, and other disaster relief agencies and keep the RCO-NA advised on disaster relief actions taken by Division units.

4. The SO-OP and SO-CM will maintain liaison with the NA-DEC, with their counterparts in each Flotilla, and perform such additional duties as assigned by the DCP. If the DCP is unable to perform assigned duties of the office, the VCP shall act as alternate. In the event that both the DCP and the VCP are unable to perform the duties of the office, the Immediate Past Division Captain (IPDCP) shall act as alternate.

5. Both command and administrative channels will be used to assure the timely and orderly flow of information between the Auxiliary levels of organization prior to a call-out of personnel and facilities in emergency situations.

G. Disaster Planning.

1. Each Flotilla within the Division will prepare a Disaster Emergency Plan. Flotilla plans will include procedures for alert notification of personnel for each level of Hurricane Condition, Four through One. Flotilla plans should include the following information:

- a. A statement of the plan's purpose.
- b. Any special instructions for members.
- c. Command Post and Assembly location (s).
- d. Communications Net and Channels to include an "Emergency Call-out Roster" and a "Emergency CallingTree". Flotilla plans must include provisions for VHF-FM radio call-out when telephone communications become inoperative and consider the availability of vessel facilities during both boating and non-boating seasons.
- e. Procedures for Disaster Patrols.
- f. Actions for each level of Hurricane Conditions, Four through One.
- g. Special Training Requirements.
- h. Liaison with local disaster relief units - names, locations and phone numbers (Police, Fire & Rescue, Red Cross, etc).

2. Each Flotilla will instruct members in the characteristics and dangers of tropical disturbances and floods and in measures to be taken before, during, and following disasters to protect life and property.

3. Each Flotilla will furnish the nearest Coast Guard Station with call signs and primary and alternate VHF radio contact for their units.

H. Hurricane Conditions.

1. Hurricane conditions are normally set for the District or for parts of the District by the District Commander. However, the Commander, Group Baltimore and Officers in Charge of Coast Guard Stations in the Northern Area are also authorized and may be expected to set hurricane conditions at any time they consider it necessary. Four levels of conditions have been established by the Fifth Coast Guard District for hurricane readiness, warning and danger. The following requirements are established for each Northern Area Auxiliary Division and Flotilla for each level of

H. 1. (Cont'd) Condition - Four through One. Flotilla plans will include these requirements.

a. Condition Four - A seasonal condition automatically assumed by all Auxiliary Units annually, 1 June through 30 November, or set at any time when an alert is received from higher designated authority.

(1) The Division

(a) On 1 June annually, or upon receipt of an alert message from the RCO-NA or NA-DEC, the Division will set Condition Four. The DCP will alert Flotillas and notify the RCO-NA, or in his absence the NA-DEC, when all Flotillas have been alerted.

(b) Review the Division Disaster Emergency Plan and brief all personnel on provisions of the plan.

(2) The Flotilla

(a) On 1 June annually, or upon receipt of alert notification from the Division, Set Condition Four.

(b) Review the Flotilla Disaster Plan, notify DCP of current and anticipated deficiencies in meeting Condition Four through One.

(c) Instruct facility owners, both air and surface to fill and maintain fuel tanks at a minimum capacity of 90%.

(d) Instruct vessel facility owners to fill, and maintain water tanks at maximum capacity.

(f) Instruct Fixed Land and Mobile Radio Facility owners to verify that their facilities are operable.

(g) Keep informed on pending storm conditions.

Enclosure (5) to COMDTPUB P16791.3

H. 1. a. (2) (h) Radio facility owners ensure that they have a means of monitoring the National Weather Service.

(i) Brief members on the provisions of the Flotilla Disaster Emergency Plan.

b. Condition Three - The readiness condition set when hurricane winds are probable within forty-eight (48) hours.

(1) The Division

(a) Upon receipt of Alert Message from the RCO-NA or NA-DEC, the DCP will alert FC's to set Condition Three.

(b) The DCP will notify the RCO-NA, or in his absence the NA-DEC, when Condition Three has been set by the Flotillas.

(2) The Flotilla

(a) Upon alert notification set Condition Three

(b) Check assignment of personnel to facilities.

(c) Initiate an equipment check of facilities.

(d) Alert members to secure facilities for possible storm damage.

(e) Notify DCP that Condition Three has been set.

c. Condition Two - The warning condition set when hurricane winds are probable within twenty-four (24) hours.

(1) The Division

(a) Upon receipt of an alert message from the RCO-NA or NA-DEC, the DCP will alert all FC's to set Condition Two. He shall notify the RCO-NA, or in his absence, the NA-DEC, when Condition Two has been set by the Flotillas.

- H. 1. c. (1) (b) Notify FC's to be ready for activation of vessel/air facilities, and fixed and mobile radio facilities to support Coast Guard requirements, when the storm has passed, in accordance with the frequencies (channels) identified in Annex A.
- (2) The Flotilla
- (a) Upon alert notification, set Condition Two.
- (b) Establish a continuous flotilla radio watch with vessel/aircraft, fixed and mobile radio facilities.
- (c) Make final readiness check of facilities and personnel.
- (d) Alert facilities to secure against high winds.
- (e) Be prepared to submit SITREPS at the request of CG Stations and/or Group Baltimore. Requirements may include reporting the following information by VHF radio or land line phone services:
- o Weather and sea conditions
 - o After action information
 - o Assistance requests
 - o Assessments of property damage
 - o Casualty assessments
 - o Other required disaster information

d. Condition One - The danger condition set when hurricane winds are probable within twelve (12) hours.

(1) The Division

- (a) Upon receipt of alert message from the RCO-NA or NA-DEC, the DCP will alert Flotillas to set Condition One. Notify the RCO-NA and in his absence, the NA-DEC when Condition One has been set by the Flotillas.

Enclosure (5) to COMDTPUB P16791.3

H. 1. d. (1) (b) Alert Flotillas for possible use of their radio facilities in the event of partial or total telephone communication failure. Channels and frequencies are identified in Annex A.

(2) The Flotilla

(a) Upon receipt of notification set Condition One.

(b) Instruct all vessel facilities to secure safe anchorage.

(c) Prepare radio facilities to join emergency net.

(d) Be ready for call-out once the storm has passed.

(e) Maintain a constant weather watch.

(f) Prepare to assess storm damage to vessel, radio, and aircraft facilities.

(g) Owners of aircraft facilities should consider removing their facilities from the area until post hurricane condition. In this case, they should notify the Flotilla Commander of this fact.

e. Post Hurricane Condition - The hurricane has passed and is no longer a threat to the area. Division and Flotillas assess damage to facilities and stand by to assist in recovery relief efforts, maintaining operational readiness until relieved by orders from higher authority.

I. Sudden Disasters.

1. Unlike a hurricane whose path and actions may be normally predicted, other disasters of a sudden nature can occur with little or no advance warning. Within the Northern Area, the tornado and violent thunderstorms constitute the greatest weather threat to coastal regions, during the period June through October. The following actions will be taken by Division and Flotillas with respect to such storms.

I. 1. a. When alerted in advance through Disaster Relief Channels that violent storm conditions prevail, all units will take actions prescribed above for Hurricane Condition Four.

b. When media information indicated that a sudden disaster has occurred creating conditions requiring possible Coast Guard relief and recovery support, Division and Flotillas will assume the readiness required for Hurricane Condition One, above, unless instructed otherwise by higher authority.

J. Post Call-Out Requirements.

1. Once personnel and facilities have been called out for support duty they will report and communicate through channels prescribed by Coast Guard authority. The Division and its flotillas shall remain on duty until relieved following termination of the emergency call-out by the Division Captain or higher authority.

K. Planning Deadlines.

1. Each year the Division will revise and update this disaster plan, and the Division Emergency Calling Tree, Annex A, to reflect required changes no later than 30 April, to be ready for possible call-out during the hurricane season. A copy of the revised plan will be furnished the RCO-NA and the NA-DEC. Each flotilla will complete a disaster emergency plan by 30 April of the current year, and annually revise and update its plan by 30 April annually. Each flotilla will furnish the Division Captain with a copy of their original plan and future changes for review and approval prior to final implementation.

DATE: _____

APPROVED: _____

Division Captain
Division: _____

NOTE: Annex A is not included. Each Division using this plan as a guide for preparing a similar document should include Annex A with required information covering the notification of members within its organization.

SAMPLE DIVISION ANNUAL BUDGET

YEAR _____

INCOME:

Member Dues (200 x \$15.00)	3,000.00	*
Pro Rata Dues (20 x \$ 10.00)	200.00	*
Change of Watch	400.00	
Miscellaneous	<u>220.00</u>	
 TOTAL INCOME	 \$3,820.00	

EXPENDITURES:

District Dues	2,400.00	*
District Pro Rata Dues	150.00	*
Gift and Flower Fund	100.00	
Awards Program Expense	300.00	
Printing of Division Newsletter	400.00	
Office Expense (Elected & Staff Officers)	100.00	
Change of Watch	300.00	
Anticipated Surplus	<u>70.00</u>	**
 TOTAL EXPENDITURES	 \$3,820.00	

* "Fixed" Income/Expenditures

** "Contingency" reserve available for unforeseen expenses.

Note: "Fixed" Expenditures cannot exceed "fixed" income. If such were the case, the fixed expenses would have to be reduced or the fixed income would have to be increased.

SAMPLE DIVISION MONTHLY FINANCIAL REPORT

MONTH 19

	<u>Current Month</u>	<u>Year to Date</u>	<u>Budget</u>
<u>INCOME</u>			
Member Dues	_____	_____	3,000.00
Pro Rata Dues	_____	_____	200.00
Change of Watch	_____	_____	400.00
Miscellaneous	_____	_____	220.00
TOTAL INCOME			\$3,820.00
<u>EXPENDITURES</u>			
District Dues	_____	_____	2,400.00
District Pro Rata Dues	_____	_____	150.00
Gift and Flower Fund	_____	_____	100.00
Awards Program Expense	_____	_____	300.00
Printing of Div Newsletter	_____	_____	400.00
Office Expenses	_____	_____	100.00
Change of Watch	_____	_____	300.00
Balance in Reserve	_____	_____	70.00
TOTAL EXPENDITURES			\$3,820.00
<u>TOTAL INCOME</u>	_____	_____	
<u>LESS TOTAL EXPENDITURES</u>	_____	_____	
<u>BALANCE</u>	_____	_____	
<u>PREVIOUS ASSETS</u>	_____	_____	
<u>LESS BALANCE FROM ABOVE</u>	_____	_____	
<u>CURRENT ASSETS</u>	_____	_____	
<u>BALANCE - CHECKING ACCOUNT</u>	_____	_____	
<u>BALANCE - SAVINGS ACCOUNT</u>	_____	_____	
<u>TOTAL CHECKING AND SAVINGS</u>	_____	_____	

SAMPLE DIVISION STANDING RULES:

STANDING RULES OF DIVISION _____ , U. S. COAST GUARD AUXILIARY

ARTICLE I -- NAME

1.1 The name of this organization shall be DIVISION _____, _____ DISTRICT UNITED STATES COAST GUARD AUXILIARY, hereinafter referred to as the "DIVISION".

ARTICLE II -- LIMITATIONS OF STANDING RULES

2.1 Any provision in these Standing Rules which is in conflict with the current edition of the United States Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), and all amendments and additions thereto, hereinafter referred to as the "MANUAL", Commandant Instructions and Notices, the National Board Standing Rules, and/or the District Standing Rules shall be null and void.

ARTICLE III -- ORGANIZATION

3.1 The composition and purpose of the Division shall be as set forth in the Manual.

ARTICLE IV -- MEETINGS

4.1 The day, time and location of the regular meetings shall be established by a majority vote of the Division Board and shall remain fixed as such in ensuing years until duly changed by a majority vote of the Division Board.

4.2 Special meetings may be called by the Division Captain by notifying all members at least _____ days in advance of such meeting; specifying the date, time, location, and purpose.

4.3 Unless otherwise provided in the Manual or these Standing Rules, all business shall be conducted at meetings in accordance with Robert's Rules of Order, as last revised.

ARTICLE V -- VOTING

5.1 A majority of the Division Board shall constitute a quorum for the transaction of business at any regular or special meeting of the Division.

Enclosure (8) to COMDTPUB P16791.3

5.2 Unless a greater number than a majority for specific action is required by these Standing Rules or by the Manual, a majority of the voting members in attendance can carry a motion, provided a quorum is present. One of the voting members must be the Division Captain or Division Vice Captain.

5.3 Each qualified member of the Division Board, if present, shall have one vote.

5.4 Proxy and absentee voting shall not be permitted.

5.5 Voting on routine matters shall normally be by voice unless otherwise provided in these Standing Rules or by the Manual.

ARTICLE VI -- ELECTION OF OFFICERS

6.1 The Division shall hold an annual election of officers for the ensuing year, usually at the _____ meeting, but prior to 20 November and after the District elections.

6.2 The Division Captain shall appoint a Nominating Committee at the regular meeting of the Division in the month of _____ of each year. This Nominating Committee shall select a nominee for each elective Division office to be filled for the ensuing year, and determine that their selectees are willing to serve if elected. The Committee shall meet no later than _____ and report its nominations at the regular Division meeting in the following month. The nominations of this Committee may also be reported to the Division Board members in any written notice sent to the members prior to the regular meeting in _____. The Committee nominations shall not preclude other nominations from the floor at the meeting at which the election is held. Such additional nominations shall be encouraged by the Division Captain.

6.3 The Division Board may direct the Division Captain to dispense with the appointment of a Nominating Committee in that specific year. This is possible by a motion duly enacted with an affirmative vote of two-thirds (2/3) of those present, with a quorum existing. In this event, the Division Captain shall not appoint a Nominating Committee in that specific year, and all nominations to fill elective Division offices for the ensuing year shall be made from the floor.

6.4 The election of officers shall be by written ballot unless only one member is nominated to each elective office, in which event the Secretary may be directed by a voice vote to cast a ballot in behalf of the members.

6.5 To be elected, a candidate must receive a majority vote of the voting board members in attendance. If there are more than two candidates for an office and no candidate receives a sufficient number of votes for election, the candidate receiving the least number of votes shall be dropped from the next succeeding ballots until only two candidates remain.

ARTICLE VII -- FINANCES

7.1 The annual Division dues shall be such sum of money as may be fixed by a majority vote of the board at a regular or special meeting of the Division Board, at which 7 days prior written notice of the meeting and intent were given, and shall remain fixed at such sum in ensuing years until otherwise duly changed by the Division Board. However, any such change in the amount of dues shall be made by the month of _____ of the year preceding the effective date of such change.

7.2 The annual dues, including Division, District, and National, shall be levied on each member on a calendar-year basis and shall be payable during the month of _____ for the following calendar year. First year dues for new members may be prorated as determined by District proration.

7.3 No member who is separated from the Auxiliary by reason of resignation, or otherwise, shall be entitled to refund of dues paid.

7.4 The Division Finance Officer shall be the custodian of all Division funds. With the consent of the Division Captain, the Finance Officer shall establish an account with a federally insured banking institution in a location convenient to the Finance Officer.

7.5 All Division funds, other than small cash sums in the process of collection, shall be deposited in this account which shall be known as "Division _____, U. S. Coast Guard Auxiliary". All withdrawals therefrom shall be by check only.

7.6 The Finance Officer, at the direction of the Division Captain, shall pay from the Division funds all dues payable by the Division, to the District, and the National Board.

7.7 The Division Captain may authorize emergency expenditures not exceeding a total of _____ dollars in any one calendar month and direct the Finance Officer to pay for such provided a full report of such emergency expenditures is made to the Division at its next regular or special meeting.

7.8 No other expenditures shall be made by the Finance Officer except in accord with a duly enacted motion of the Division Board, except as otherwise provided in this Article.

7.9 All disbursements of Division funds shall be by check, signed by the Finance Officer or Division Captain.

7.10 The Finance Officer shall render a financial report at each regular meeting of the Division, which report shall include all receipts and expenditures since the last rendering of a financial report and the balance in funds remaining as of the day preceding the day of the meeting. Any emergency expenditures authorized by the Division Captain included in the reported expenditures shall be so designated in the report.

7.11 The Division may provide by a duly enacted motion that the Finance Officer post a bond in favor of the Division in such amount as the Division may determine. All costs for such bond shall be paid by the Division.

7.12 Upon the appointment of a succeeding Finance Officer, the retiring Finance Officer shall promptly deliver all Division funds, books, and records to the new Finance Officer.

7.13 The funds, books, and records of the Division shall be examined by the Audit Committee yearly and upon the appointment of a new Finance Officer.

ARTICLE VIII -- CONTRACTS

8.1 All contracts entered into in the name of and by the Division shall be approved by the District Staff Officer-Legal (DSO-LP) before signing and shall be signed by the Division Captain or Division Vice Captain.

ARTICLE IX -- COMMITTEES

9.1 Standing Committees and Special Committees consisting of any number of members may be appointed by the Division Captain. The Division Captain shall designate the chairperson of each such committee appointed and outline the objectives to be accomplished unless such are otherwise prescribed. Individuals may be appointed as one-person committees if desired.

9.2 The Division Captain shall appoint an Audit Committee at, or before, the regular meeting of the Division in the month of _____ of each year. This Audit Committee shall examine and audit the funds, books, records, and property of the Division and shall report their findings at the next regular meeting of the Division.

9.3 The Division Captain shall be an ex-officio member of all committees.

ARTICLE X -- AMENDMENTS

10.1 These Standing Rules may be amended at any regular or special meeting of the Division, at which 7 days prior written notice of the meeting and proposed amendment were given, by an affirmative vote of two-thirds of the voting members provided a quorum is present.

10.2 Amendments shall become effective upon approval of the Director of Auxiliary unless the amendment provides for a later effective date, in which event the amendment shall become effective upon the date provided or upon the approval of the Director of Auxiliary, whichever shall later occur.

Enclosure (8) to COMDTPUB P16791.3

ARTICLE XI -- APPROVAL

These Standing Rules were adopted on the _____ day of _____, 19 _____ by a majority vote of the Division Board and become effective upon approval by the Director of Auxiliary.

Division Captain

Attest:

Secretary

Approved: _____ Date

District Commodore

Approved: _____ Date

Director of Auxiliary

SAMPLE AWARDS PROGRAM

Appendix _____ To Division _____ Standing Rule

DIVISION'S ANNUAL AWARD PROGRAM

A. GENERAL

1. An Awards Program is established for the Division to enhance member morale through the recognition and reward of flotillas and members on an annual basis for their performances and achievements.
2. An Awards Committee shall be appointed by the newly elected Division Captain (DCP) in January each year to serve for the calendar year. This committee shall consist of the Immediate Past Division Captain, the Division Vice Captain, and one or more current or past members of the Division Board. The Immediate Past Division Captain shall chair the committee. The Division Captain shall be an ex-official member of this committee.
3. The cost of Division Award plaques, certificates, trophies, etc. shall be approved by the Division Board and paid from Division funds.
4. The Award Program shall be operated on a calendar year basis and data for determining awards shall be obtained from the latest available end of the year AUXMIS report and/or Division 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. FLOTILLA AWARDS

1. COMPUTATION OF FLOTILLA AWARDS. Each award shall be based upon the elements for which a Mission Area Objective has been assigned. When there is a Mission Objective established for a Mission Area with more than one element, the percentage for each will be summed and divided by the number of elements.

- a. EXAMPLE. In the Member Resources Mission Area, assume a flotilla has been assigned the following objectives and achieved these percentage of the objective:

	<u>Objective</u>	<u>Achievement</u>
Number of BQ/AX Members	40	105%
Number of Rap/Aim Missions	10	100%
Number of Member Training Missions	50	135%
Number of Public Affairs Missions	25	120%
Sum of % Achievement		= 460%
Sum Divided by 4 (# of Obj. Missions)		= 115%

2. OUTSTANDING FLOTILLA IN VESSEL EXAMINATION. The award winner shall be the flotilla that achieves its mission objective for the year in the Total Number of Vessel Examinations and Marine Dealer Visits performed elements of the Vessel Examination Mission Area, and exceeds this objective by the highest percentage among all flotillas within the Division.

3. OUTSTANDING FLOTILLA IN OPERATIONS. The award winner shall be the flotilla that achieves its mission objective for the year in the Total Number of Air and Surface Patrols and Total Number of Operational Support Missions elements of the Operations Mission Area, and exceeds this objective by the highest percentage among all flotillas within the Division.

4. OUTSTANDING FLOTILLA IN PUBLIC EDUCATION. The award winner shall be the flotilla that achieves its mission objective for the year in the Public Education Mission Area, and exceeds this objective by the highest percentage among all flotillas within the Division.

5. OUTSTANDING FLOTILLA IN MEMBER RESOURCES. The award winner shall be the flotilla that achieves its mission objective for the year in the following elements of the Member Resources Mission Area, for which an objective has been assigned, and exceeds this objective by the highest percentage among all flotillas within the Division:

- a. Number of BQ/AX Members
- b. Number of Member Training Missions
- c. Number of RAP/AIM Missions
- d. Number of Public Affairs Missions.

6. FLOTILLA OF THE YEAR. The award winner shall be the flotilla that achieves its mission objectives in the most Mission Areas. Should there be a tie, the winner shall be the flotilla that exceeds these objectives by the highest percentage. The percentage of each Mission Area will be summed and divided by the number of applicable objectives.

C. INDIVIDUAL AWARDS

1. VESSEL EXAMINER AWARD. Presented to the Division member who has performed the highest number of vessel examinations during the year.

2. MARINE DEALER VISITATION AWARD. Presented to the Division Member who has performed the highest number of Marine Dealer Visitations during the year.

3. INSTRUCTOR AWARD. Presented to the Division Member who has taught the highest number of hours in Public Education and/or Member Training classes during the year.

4. INSTRUCTOR AIDE AWARD. Presented to the Division Member who has served the highest number of hours as an Instructor Aide in Public Education and/or Member Training classes during the year.

5. OPERATIONS AWARDS.

a. Skipper Award. Presented to the Division Member who has performed the highest number of hours as skipper or pilot on surface and/or air patrols during the year.

b. Crew Member Award. Presented to the Division Member who has performed the highest number of hours as a crew member on surface and/or air patrols during the year.

6. AUXILIARIST OF THE YEAR AWARD. This award may be awarded annually to the Division member who has made the most effective contribution the programs and purposes of the Auxiliary. Each Flotilla Commander shall nominate a flotilla member for this award. The achievements and contribution by the individual must be specified and documented. The Awards Committee shall make the selection form those nominated by the Flotilla Commanders.

NOTE: This is a sample awards program. It is included to show the format and some categories that could be used. It is not all inclusive and should be modified to meet the needs of your division. Although it is attached to the standing rules as an appendix, it is not a part of the standing rules and DCO and DIRAUX approval is not required. Also, a change to an appendix to the standing rules is much simpler to obtain; requiring just a motion and a majority vote. Prior notice of the propose change is not necessary.

RULES OF ORDER

A. INTRODUCTION

1. Any business meeting of the U. S. Coast Guard Auxiliary, whether it is a meeting of a Flotilla, or a Division, District or National Board, must proceed in an orderly way if it is to bring 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".

2. Besides making for orderliness of procedure, parliamentary rules are intended to protect the rights of the individual participant and of minorities at a meeting. At the same time, they are also intended to enable the majority to get things accomplished without unreasonable delay. The parliamentary rules of particular importance are easy to understand.

3. For purposes of clarity, the "Presiding Officer" could be the Flotilla Commander, Division Captain or District Commodore. When "Board" is mentioned, this would be synonymous with the voting members of the body.

B. STANDING RULES AND BYLAWS

1. Standing rules are required for Auxiliary Districts and National Boards. Flotillas and divisions may have standing rules if desired or required by district policy.

2. Standing rules normally provide for, and include such matters as meetings, elections, voting, finances, awards, duties of officers, and provisions for amendments and additions.

3. Standing rules shall not conflict with the provisions of the Auxiliary Manual, COMDTINST M16790.1 (Series), or other directives of the Coast Guard or the standing rules of the Auxiliary National Board or other senior Auxiliary units.

4. Although technically incorrect, rules of incorporated units are, within the Auxiliary, called bylaws while rules of unincorporated units are called standing rules.

C. FUNCTION OF PRESIDING OFFICER

1. In the U. S. Coast Guard Auxiliary, the Presiding Officer of any unit meeting at which business is to be transacted must be an elected officer of the unit. As such, the Presiding Officer has the right to vote. But as Presiding Officer of the meeting, the Presiding Officer has certain responsibilities beyond those of the ordinary member. 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, ask another officer to act as Presiding Officer temporarily, so that the impartiality of the chair will be preserved. Resumption of the chair can be taken when ready to avoid taking sides on this issue.

2. It is up to the Presiding Officer of a meeting to see to it that the rules of order are applied democratically, without favoritism, so that all important matters may receive adequate discussion and the decisions made by the meeting shall reflect the careful judgment of the voting majority.

3. The Presiding Officer must also be familiar with all sections of the Auxiliary Manual and the standing rules that deal in any way with the holding of meetings, the voting rules, and the duties and rights of the membership. Otherwise, there is danger that actions taken at a meeting may be in conflict with regulations.

4. In addition to knowing the rules of order and the standing rules and being willing to apply them impartially, a 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 that . . . (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.

D. GENERAL SUGGESTIONS

1. Fair Play. The Presiding Officer should be a fair-minded moderator, not a dictator.

- D. 2. Avoid Confusion. Preserve order. Do not let more than one person talk at a time. The Presiding Officer decides who is to have the floor.
3. Talking to the Point. The Presiding Officer should insist that members be brief and talk to the point.
4. Talking Loud Enough. It is necessary for everyone (including the Presiding Officer) to speak loud 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.
5. 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.
6. Common Sense Rule. While the following 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.

E. GENERAL RULES

1. Quorum. A quorum as required by the standing rules, must be present at a meeting before business can be transacted. For Divisions, Districts, and National boards, the Auxiliary Manual, COMDTINST M16790.1 (Series), requires a majority of the board present for a quorum. If a quorum requirement is not stated in the unit's standing rules, the Auxiliary Manual requires a quorum of 1/3 of the eligible voting membership for flotillas.
2. Start of Meeting. The meeting should be called to order at the hour set in the notice, or as soon thereafter as a quorum has assembled.

E. 3. Adjournment for Lack of Quorum. 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.

4. Order of Business. 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. Its general arrangement for a members' meeting is indicated in the standing rules. Additional matters may be brought up at the meeting, except matters which, according to the standing rules, require advance notice.

5. Voting Definition. 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.

F. PRESENTATION OF MOTIONS

1. 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.

2. 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 is lost for want of a second" and proceeds with the next order of business. If the motion is seconded, it enters the discussion stage .

F. 3. 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.

4. 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 out 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 (are opposed to further discussion), then the Presiding Officer must call for a vote on the motion under discussion.

a. In certain cases, such as the election or removal of officers, the standing rules usually provide that the voting must be done by ballot, which means a secret ballot. This is for the purpose of permitting 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 even if the standing rules do not require it. If this motion is seconded, the Presiding Officer must, without any further debate, let the members decide, by voice or by show of hands, whether or not they prefer to vote by ballot on the particular matter. A majority vote is sufficient for such a decision.

c. 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 'I' (or 'yes')." 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 is lost", as the case may be.

F. 4. d. 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.

5. Subsidiary Motions. A motion that concerns the main motion on the floor is known as a subsidiary motion. It's 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. When the Presiding Officer calls for the vote on a "motion to amend," make 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, or 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 become a part of the original amendment, and 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 found 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

F. 5. b. (Cont'd) 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 . . . , 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 board. A motion to refer can be applied only to the main motion under discussion. It is in order practically at 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 being 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 and it is not debatable but 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 and, once passed, may be reconsidered. It is therefore more flexible than a motion to table.

F. 5. 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.

6. Incidental Motions. Incidental motions arise incidentally out of the business before the assembly. They do not relate directly to the main motion but usually relate to matters that are incidental to the conduct of the meeting. Some incidental motions do not take the form of a motion but are actually requests directed to and decided by the presiding officer.

a. Request for Information. Any member who wants an answer to a specific question about a motion on the floor may, if necessary, interrupt whoever is speaking by rising and saying "I rise for a point of information." The Presiding Officer must immediately ask, "what is your question?" If the request is reasonable and pertinent to the motion on the floor, the Presiding Officer answers it or asks someone else to do so.

b. Point of Order. If a member is convinced that the "Rules of Order", Standing Rules or Bylaws 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, say: "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 Standing Rules, Bylaws or Rules of Order, 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

