



Chapter 1 History, Purpose, and Administration

Introduction This Manual promulgates the Commandant's policy regarding the administration of the Auxiliary and serves as the primary policy guide for every Auxiliarist. In this capacity, the Auxiliary Manual (AUXMAN) outlines the authority and responsibility for Auxiliary administration, and governs the conduct, duties, and responsibilities of all Auxiliarists. This Manual applies when an Auxiliarist is assigned to duty, under orders, in uniform identified as an Auxiliarist, or performing any duty or function directly related to Auxiliary missions. Details on specific Auxiliary programs can be found in specialized Coast Guard manuals and directives. In case of conflict between this Manual's provisions and the provisions of any other manual pertaining to the Auxiliary, this Manual governs. In the absence of specific Auxiliary policy guidance, questions about the applicability of other Coast Guard policies should be referred to the Director (or Chief Director, as necessary) for resolution.

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Section A. Creation of the Auxiliary

Introduction In 1939, Congress established a U.S. Coast Guard Reserve administered by the Commandant and composed of unpaid, volunteer U.S. citizens who owned motorboats or yachts. In 1941, Congress created a military Reserve and renamed the original volunteer Reserve as the Coast Guard Auxiliary.

A.1. Purpose Title 14 United States Code (U.S.C.) contains the laws of a general and permanent nature about the Coast Guard.

A.1.a. 14 U.S.C. § 822 The original 14 U.S.C. § 822 stated:

“The purpose of the Auxiliary is to assist the Coast Guard:

- (1) To promote safety and to effect rescues on and over the high seas and on navigable waters;*
- (2) To promote efficiency in the operation of motorboats and yachts;*
- (3) To foster a wider knowledge of, and better compliance with, the laws, rules, and regulations governing the operation of motorboats and yachts;*
- (4) To facilitate other operations of the Coast Guard.”*

A.1.b. Act of September 30, 1944 The aims above fell into two major categories stated in a memorandum to Congress, accompanying the draft of the proposed bill ultimately enacted as the Act of September 30, 1944, Chapter 453, 58 Stat. 759 (1944) as follows:

“The primary purpose of the establishment of the Coast Guard Auxiliary was to indoctrinate all owners and operators of small craft in safety requirements in the operation and navigation of small craft. A secondary purpose of the institution of the Coast Guard Auxiliary was to utilize the Auxiliary craft and personnel, after suitable training and indoctrination in carrying out certain duties of the Coast Guard with particular inference to those concerned with the safety of navigation.”



A.1.c. 14 U.S.C. § 823 The Auxiliary is a valuable resource in securing the interest of boaters in the Coast Guard’s boating safety program. 14 U.S.C. § 823 provided that the Auxiliary shall be composed of U.S. citizens who own motorboats, yachts, aircraft, radio stations, or who, because of training or experience, are deemed by the Commandant to be qualified for membership in the Auxiliary. The statement accompanying this legislation indicated the respective roles contemplated for owners of motorboats, yachts, aircraft, or radio stations. The statement reflects the distinction which must exist between the preventive and remedial activities of the Coast Guard as the foremost maritime Federal Government safety agency:

“On the preventive side, the Coast Guard could better promote safety in operation of small boats if it brings into a voluntary civilian organization persons interested in the safe operation of motorboats and yachts.”

A.2. Legislation Affecting the Auxiliary On 19 October 1996, the Coast Guard Authorization Act of 1996 (Public Law No. 104-324, 110 Stat. 3901) was signed into law. This law was the first major legislation affecting the Auxiliary since its establishment in 1939. These amendments to 14 U.S.C. made the following major changes to the Auxiliary.

A.2.a. 14 U.S.C. § 822 14 U.S.C. § 822 expanded the purpose of the Auxiliary to read,

“The purpose of the Auxiliary is to assist the Coast Guard as authorized by the Commandant in performing any Coast Guard function, power, duty, role, mission or operation authorized by law.”

In addition, the legislation expanded the Commandant’s authority to use the Auxiliary to assist other Federal agencies, State authorities, and local governments in areas in addition to recreational boating safety.

A.2.b. 14 U.S.C. § 821(a) 14 U.S.C. § 821(a) established an organizational structure for the Auxiliary and authorized the Commandant to grant the organization and its leaders such rights, privileges, powers, and duties consistent with 14 U.S.C. and other applicable provisions of law. The Commandant is also specifically authorized to delegate management of the Auxiliary to Auxiliary elected and appointed leaders to the extent considered necessary or appropriate for the functioning, organization, and internal administration of the Auxiliary.



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- A.2.c. 14 U.S.C. § 823(a) 14 U.S.C. § 823(a) designated each Auxiliary organizational element and unit, when acting within the scope of assigned responsibilities, as a U.S. instrumentality for certain matters related to non-contractual civil liability. While assigned to duty, Auxiliarists are considered to be Federal employees for certain purposes. For example, an Auxiliarist may be entitled to the same legal protection afforded other Coast Guard personnel in the event a third party sues the Auxiliarist for claims allegedly arising from acts committed by the Auxiliarist acting within the scope of assigned duties.
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- A.2.d. 14 U.S.C. § 827 and 828 14 U.S.C. § 827 and 828 clarified that Auxiliary vessels and aircraft, while assigned to authorized Coast Guard duty, are deemed to be public vessels and aircraft of the U.S. and of the Coast Guard. In addition, qualified Auxiliary pilots while assigned to duty are deemed to be Coast Guard pilots. All these provisions provide greater liability protection to Auxiliarists while assigned to authorized Coast Guard duty.
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- A.2.e. 14 U.S.C. § 821(c) 14 U.S.C. § 821(c) authorized the Auxiliary National Board and the Boards of any Coast Guard Auxiliary district or region to form a corporation under State law in accordance with the policies established by the Commandant. These corporations are not deemed to be Federal instrumentalities.
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- A.3. Role of the Auxiliary** The Coast Guard is a military service and is a component of the U.S. Armed Forces. The Coast Guard Auxiliary is a component of Coast Guard Forces like the active duty, Reserve, and civilian components. Thus, the Auxiliary may be referred to and considered to be included under the general organizational umbrella of the Coast Guard. Auxiliarists are not contractually bound, enlisted, or commissioned officers, but are volunteers pledged to serve in the Coast Guard Auxiliary. The Coast Guard is also charged with many civil responsibilities in addition to its military missions.
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- A.3.a. Non-Military In contrast to Coast Guard active duty personnel and Reserve military components, the Auxiliary is specifically declared by statute to be non-military. This definition puts the Auxiliary's role entirely within the Coast Guard's civil function responsibilities. The Auxiliary's role does not extend to any Coast Guard military or direct law enforcement missions assigned to active or Reserve forces.
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- A.3.b. Administrative Authority The Auxiliary's role is further defined by the Commandant's administrative authority. The Commandant determines how the Auxiliary may assist in performing Coast Guard civil missions. The Commandant also determines how the Auxiliary may assist the Coast Guard by prescribing training and qualifications necessary to provide this assistance and to perform such activities.
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A.3.c. Role and Relationship to Other Coast Guard Elements

The Auxiliary's role and relationship to other Coast Guard elements are defined by statutory law and administrative regulation. Coast Guard active duty personnel and Reserve forces have exclusive responsibility for Coast Guard military missions. Coast Guard active duty personnel, civilian employees, Reserve, and Auxiliarists, as specifically directed by the Commandant, perform the civil missions.

A.4. Appearance

Often the public does not differentiate between Coast Guard active duty and the Auxiliary, especially when the uniform is worn. Coast Guard active duty members are bound by strict military grooming and weight standards. Realizing that the Auxiliary is made up entirely of volunteers, the active duty grooming and appearance standards are relaxed as they apply to Auxiliarists. As a matter of pride, all Auxiliary members should set the goal to strive to attain the same standards as active duty members. Auxiliarists who wear the Auxiliary uniform will be held to higher grooming and appearance standards than those who wear the Auxiliary Blue Blazer outfit. The Auxiliary Blue Blazer outfit is optional apparel and is authorized for activities described in Chapter 10.

A.4.a. Uniforms

Auxiliarists are authorized to wear Coast Guard uniforms with the appropriate Auxiliary insignia, with the exception of full dress (swords, large medals, and white gloves) and dress (large medals and white gloves) uniforms. Uniforms shall be worn as prescribed in Coast Guard Uniform Regulations, COMDTINST M1020.6 (series), except as noted in Chapter 10 of this Manual.

A.4.b. Grooming

Auxiliarists who desire to wear their hair, jewelry, or maintain a general appearance different from that described in Chapter 10 shall wear the Auxiliary Blue Blazer outfit instead of the Auxiliary uniform. Waivers for any deviations from the grooming and appearance standards described in Chapter 10 must be submitted through the chain to the appropriate Director.

A.4.c. Weight Standards

The Auxiliary does not have a weight standards program, but all members should set the goal to strive to meet the same standards as the active duty. Auxiliary members are encouraged to eat a balanced diet and maintain a medically recommended weight level that is conducive to a long and healthy life. Auxiliarists who wear the Auxiliary uniform shall ensure that it fits properly and presents a trim, military appearance. The uniform should be tailored if an Auxiliarist loses or gains weight. Any Auxiliarist who has difficulty maintaining a properly fitted uniform, shall wear the Auxiliary Blue Blazer outfit as appropriate.



Section B. Coast Guard Leadership and Management

Introduction Title 14 U.S.C. provides for a single organization to be the Coast Guard Auxiliary. The Commandant has provided for units (districts, divisions, flotillas, detachments, etc.) of the Auxiliary for efficient administrative management. These units are not independent organizational entities and, therefore, are required to follow and comply with the policies and procedures established by the Commandant as set forth in this Manual and other Commandant instructions applicable to the Auxiliary. They must also comply with such policies, procedures, and standing rules established by higher-level organizational units in the Auxiliary chain of leadership and management. The organizational units may not change, add, or delete requirements for service or processes for operation and administration of the Auxiliary at any level without the prior authorization of the Auxiliary National Board, National Commodore (NACO), and Chief Director, Auxiliary (Chief Director).

B.1. Authority The overall authority for Auxiliary administration is vested by 14 U.S.C. § 821 in the Commandant under the direction of the Secretary of the Department of Homeland Security (DHS). To effectively plan, coordinate, and carry out the Auxiliary's missions, an organization of various units and elements, and Auxiliary elected and appointed leaders (as described in this Manual), is authorized. Auxiliary units are required to implement standing rules to facilitate the conduct of business. The standing rules must not conflict with the provisions of this Manual or any other Coast Guard directives.

B.2. Commandant (CCG) The Commandant (CCG), as the Coast Guard's senior officer, is responsible for administering the service in an economical and efficient manner. The Commandant prescribes broad policies for governing the service, and directs, supervises, and coordinates service endeavors and performance. The Commandant guides the Coast Guard legislative programs and requires compliance with the statutory obligations and requirements imposed. Finally, the Commandant establishes and maintains liaison with other Federal Government agencies and with the public.



B.3. Deputy Commandant for Operations (CG-DCO)

The Deputy Commandant for Operations (CG-DCO) has the responsibility to develop, coordinate, and direct the Coast Guard's operational programs. This includes setting policy, guidance, and providing the resources for the conduct of the defense, law enforcement, navigation, search and rescue, and boating safety missions. Commandant (CG-DCO) is also responsible for the operation and support of Coast Guard facilities on land, at sea, and in the air, and serves as the Coast Guard's overall organizational lead of the Auxiliary program.

B.4. Assistant Commandant for Marine Safety, Security and Stewardship (CG-5)

Under the general direction and supervision of Commandant (CG-DCO), Commandant (CG-5) provides directorate-level administrative and operational oversight of the Auxiliary program.

B.5. Director of Prevention Policy (CG-54)

Under the general direction and supervision of Commandant (CG-5), Commandant (CG-54) provides first-level supervisory, administrative, and operational oversight of the Auxiliary program.

B.6. Chief, Office of Auxiliary and Boating Safety (CG-542)

Commandant (CG-542) shall serve as the Chief Director of Auxiliary and as Executive Director of the National Boating Safety Advisory Council (NBSAC). Specific responsibilities include the following:

- a. Serve as a Commandant (CG-54) staff officer.
 - b. Direct Auxiliary administration within policies established by the Commandant under authority of 14 U.S.C. § 821, et seq. (Coast Guard Auxiliary).
 - c. Serve as the Commandant's designated representative to the Auxiliary National Executive Committee (NEXCOM) and Auxiliary National Board.
 - d. In consultation with the Auxiliary National Commodore (NACO), NEXCOM, and the National Board, as necessary, develop and implement policies and procedures that define standards for the development and organization of Auxiliary personnel and programs.
 - e. Develop policies and procedures to define standards which apply in accepting Auxiliary facilities for Coast Guard use and in training to qualify Auxiliarists before assignment to duties.
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- f. Consult and coordinate with Coast Guard program managers to determine requirements for use of Auxiliary resources within the purposes described in 14 U.S.C. § 822. In consultation with the NEXCOM, develop plans and procedures to achieve and maintain Auxiliary strength characteristics consistent with identified Coast Guard requirements.
 - g. Coordinate requests for and monitor program, facility, and support manager use of Auxiliary personnel and facilities. Provide policy and guidance to operational and support commanders on the use and support of Auxiliary personnel and facilities as applied both domestically and internationally.
 - h. Foster cooperation between Coast Guard districts and State governmental agencies to facilitate use of Auxiliary facilities and personnel in areas of sole State jurisdiction as authorized in 46 U.S.C. § 13109 and 14 U.S.C. § 141.
 - i. Delegate to Auxiliary elected and appointed leaders such matters necessary or appropriate for Auxiliary functioning, organization, and internal administration.
 - j. On behalf of the Commandant, review, approve or disapprove, and implement recommendations of the National Board that affect official publications, the standing rules and bylaws, awards, elements of elected and appointed office, and internal matters of the Auxiliary.
 - k. Actively promote Auxiliary interests.
 - l. Serve as National Coordinator for the National Recreational Boating Safety (RBS) Program to fulfill responsibilities defined by the Federal Boat Safety Act of 1971, as amended.
 - m. Serve as Executive Director of the National Boating Safety Advisory Council (an FACA Committee) and administer all Council activities.
 - n. Maintain liaison, to support National RBS Program performance goals and objectives, with appropriate international, national, State, and local government agencies; the boating public, boating industry and boating organizations; technical and standards societies; and centers of education, research, and learning.
 - o. Develop National RBS Program measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to achieve program goals.
 - p. Administer the Sport Fish Restoration and Boating Trust Fund boating safety grant programs, and administer the operating funds from this trust fund that are managed by Chief, Boating Safety Division (CG-5422), including administering the approval of State boating law enforcement, public education, undocumented vessel numbering/titling, marine casualty reporting, and marine event permitting programs.
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- q. Administer legislative and regulatory efforts relative to the National RBS Program.
 - r. Administer the National Boating Accident Report Database (BARD) and various data-gathering and analysis efforts related to the National RBS Program.
 - s. Administer standards development and compliance efforts relative to the manufacturer of recreational boats and associated equipment.
 - t. Administer the implementation of the Vessel Identification System and State preferred mortgage status relative to State vessel titling systems.
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B.6.a. Chief,
Auxiliary
Division
(CG-5421)

Commandant (CG-5421) shall serve as the Deputy Chief Director of Auxiliary and be responsible for the following:

- (1) Serve as a Commandant (CG-54) staff officer.
 - (2) Serve as Acting Chief Director of Auxiliary during absences of Commandant (CG-542).
 - (3) Direct and supervise the Chief, Auxiliary Administration Branch (CG-54211) and Chief, Auxiliary Operations Branch (CG-54212).
 - (4) Assist Commandant (CG-542) with duties and responsibilities as assigned.
 - (5) Establish and monitor appropriate operational proficiency standards for Auxiliary personnel, facilities, and resources.
 - (6) Maintain liaison with appropriate Coast Guard program managers to assist in development and maintenance of Auxiliary policies and training.
 - (7) Maintain oversight of and participate in developing and maintaining long range Commandant (CG-5421) strategic plans.
 - (8) Develop appropriate measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure adequate levels of Auxiliary support.
 - (9) Serve as the planning element for all Auxiliary personnel, facility, and resource related issues. Develop, review, and evaluate all national and service-wide plans, policies, procedures, standards, resource, and training requirements necessary for Auxiliary administration and performance.
 - (10) Coordinate requests for, and monitor, program, facility, and support manager use of Auxiliary personnel and facilities. Provide policy and guidance to operational and support commanders on the use and support of Auxiliary personnel and facilities as applied both domestically and internationally.
 - (11) Maintain oversight of Auxiliary international engagement.
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- (12) Prepare, review, and deliver briefings and replies to queries regarding Auxiliary programs (e.g., briefings and Q&As as requested by Congressional staffs, DHS, and other agencies; Background Book Documents; Questions for the Record; replies to Congressionals, letters to SECDHS, CCG; data calls; talking points; myriad queries from Coast Guard and field units).
 - (13) Serve as Chair of the AUXDATA/AUXINFO Requirements Review Board (RRB).
 - (14) Engage in organizational issues and serve as principal POC for Coast Guard strategic transformation matters.

Commandant (CG-5421) may be delegated “acting authority” by the Chief Director in order to ensure continuity of Auxiliary program administration, operation, and the conduct of business in the Chief Director’s absence.

B.6.b. Chief,
Auxiliary
Administration
Branch
(CG-54211)

Commandant (CG-54211) shall be responsible for the following:

- (1) Serve as a Commandant (CG-54) staff officer.
 - (2) In coordination with the Assistant Commandant for Human Resources (CG-1) and appropriate Auxiliary program staffs, develop training programs and funding resources under AFC-56 and AFC-30T accounts. Develop training criteria for qualifying Auxiliarists for assignment to appropriate duties in coordination with the Assistant National Commodore for FORCECOM (ANACO-FC) and Director of Training (DIR-T). Coordinate the development, review, and approval of all materials used in support of Auxiliarist training, to include electronic and multi-media materials.
 - (3) In coordination with the Deputy Commandant for Operations, Resource Management (CG-DCO-8) and Headquarters Shore Infrastructure Logistics Center Detachment (SILC DET) staffs, plan, develop, and execute annual spend plans, contracts, and fallout funding requests for the Commandant (CG-5421) AFC-30 budget.
 - (4) Craft, facilitate, and monitor the implementation of Auxiliary administrative (non-operational) policies.
 - (5) Maintain oversight of and participate in developing and maintaining Commandant (CG-5421) strategic plans.
 - (6) Serve as principal program liaison with Judge Advocate General (CG-094) for Auxiliary legal matters.
 - (7) In coordination with the Judge Advocate General (CG-094), develop policies and procedures for efficient resolution of claims for damages involving Auxiliary facilities or incidents involving death or injury to Auxiliarists.
 - (8) Develop policies affecting Auxiliary administration that adhere to the Coast Guard’s civil rights, sexual harassment prevention, and diversity training programs.
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- (9) Oversee Auxiliary National Supply Center (ANSC) management and operation, as well as all contracts, budget operations, and financial management affecting Auxiliary and Chief Director activities.
 - (10) Oversee management and operation of the Auxiliary national "C" schools programs, distance learning programs, and information systems (e.g., AUXDATA). Retain and dispose of information in AUXDATA in accordance with National Archives and Records Administration approved schedule, job number N1-26-05-10.
 - (11) In coordination with the Auxiliary's Legislative Liaison Committee (LLC), oversee management and coordination of Auxiliary legislative affairs and interaction with Chief, Office of Congressional Affairs (CG-0921) and Commandant (CG-5422).
 - (12) Initiate, build, and maintain Resource Proposals (RPs) as necessary to support Auxiliary programs.
 - (13) Initiate, build, and maintain Legislative Change Proposals (LCPs) as necessary to support Auxiliary programs.
 - (14) Build and maintain the Commandant (CG-542) budget planning and execution strategy.
 - (15) Maintain liaison with the Auxiliary International Affairs Directorate and Commandant (CG-DCO-I) to provide planning and maintenance of the Auxiliary International Engagement Plan.
 - (16) In coordination with Headquarters SILC DET staff, Auxiliary National Conference Coordinators, and respective Director of Auxiliary offices, plan, develop, and execute Commandant (CG-542) support of the annual Auxiliary National Training Conference (N-Train) and the Auxiliary National Conference (NACON), both of which are normally attended by hundreds of participants, senior Coast Guard leaders, and VIPs of foreign nations, industry, and other boating safety organizations. This includes arrangement of necessary travel orders and support contracts, and the processing of all awards and recognition made by the Coast Guard.
 - (17) Review, evaluate, and coordinate implementation of Memoranda of Agreement (MOA) and Memoranda of Understanding (MOU) of an administrative nature that include the Auxiliary as signatory with other federal agencies, States, local governments, organizations, and foreign entities.
 - (18) Prepare, review, and deliver briefings and replies to queries regarding Auxiliary programs (e.g., briefings and Q&As as requested by Congressional staffs, DHS, and other agencies; Background Book Documents; Questions for the Record; replies to Congressionals, letters to SECDHS, CCG; data calls; talking points; myriad queries from Coast Guard and field units).
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- (19) Serve as program manager for AUXDATA/AUXINFO information systems and as Chair of designated subsidiary boards of the AUXDATA/AUXINFO Requirements Review Board (RRB).

Commandant (CG-54211) may be delegated “acting authority” by the Chief Director in order to ensure continuity of Auxiliary program administration, operation, and the conduct of business in the absence of the Chief Director and Commandant (CG-5421).

B.6.c. Chief,
Auxiliary
Operations
Branch
(CG-54212)

Commandant (CG-54212) shall be responsible for the following:

- (1) Serve as a Commandant (CG-54) staff officer.
 - (2) Assist in the development of policy guidance and procedures that enhance budgetary resources for Auxiliary operational programs, including monitoring and supporting resource levels for Auxiliary fuel, Standard Auxiliary Maintenance Allowance (SAMA), Personal Protective Equipment (PPE), and catastrophic claims.
 - (3) Develop policies that define the standards for assigning Auxiliary personnel and resources to duty.
 - (4) Develop policies and procedures that govern operation of Auxiliary resources, including management of related information systems (e.g., Patrol Order Management System (POMS)) and Coast Guard resources (e.g., Auxiliary fuel, SAMA, PPE, catastrophic claims).
 - (5) In coordination with other Coast Guard programs and Auxiliary staffs, develop training and certification standards for the qualification and certification of Auxiliary personnel and resources.
 - (6) Maintain liaison and coordinate with appropriate Auxiliary staffs to develop policies and procedures that govern Auxiliary resources used in the functional areas of operations, vessel examination, marine safety, environmental protection, aviation, and recreational boating safety.
 - (7) Assist in the development, review, and approval of all materials used in member training for Auxiliary operations.
 - (8) Foster cooperation between Coast Guard districts and State government agencies to facilitate Auxiliary resource use in areas of sole State jurisdiction as authorized by Federal law.
 - (9) Monitor federal and State boating safety equipment requirements to ensure Auxiliary vessel safety check requirements are compatible.
 - (10) Provide oversight in the development, review, and approval of Auxiliary directives related to surface operations, air operations, and recreational boating safety programs.
 - (11) Develop and maintain procedures in conjunction with Commandant (CG-5422) to govern Auxiliary support of the RBS program.
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- (12) Review, evaluate, and coordinate implementation of MOA and MOU of an operational nature that include the Auxiliary as signatory with other federal agencies, States, local governments, organizations, and foreign entities.
 - (13) Prepare, review, and deliver briefings and replies to queries regarding Auxiliary programs (e.g., briefings and Q&As as requested by Congressional staffs, DHS, and other agencies; Background Book Documents; Questions for the Record; replies to Congressionals, letters to SECDHS, CCG; data calls; talking points; myriad queries from Coast Guard and field units).
 - (14) Serve as program manager for POMS and as Chair of designated subsidiary boards of the AUXDATA/AUXINFO Requirements Review Board (RRB).

Commandant (CG-54212) may be delegated “acting authority” by the Chief Director in order to ensure continuity of Auxiliary program administration, operation, and the conduct of business in the absence of the Chief Director and Commandant (CG-5421).

B.7. District Commander (d)

The District Commander (d) is the senior Coast Guard officer in a Coast Guard district. The District Commander is responsible for the efficient, safe, and economical performance of Coast Guard duties and the proper use of assigned personnel and facilities. The District Commander is the Commandant’s direct representative in all Coast Guard matters within the district.

B.8. District Chief of Staff (dcs)

The Coast Guard District Chief of Staff (dcs), under the District Commander’s general direction, assists in the general administration and accomplishment of all district activities.

B.9. Chief, District Prevention Division (dp)

The Chief, Coast Guard District Prevention Division (dp) functions under the District Commander’s general direction via the District Chief of Staff to coordinate and direct district prevention programs.



B.10. Director of Auxiliary (dpa)

The Director of Auxiliary (Director) (dpa), working together with the District Commodore (DCO), the Auxiliary, Coast Guard Area and district staffs, Coast Guard operations and administrative commands, board and staff, is responsible for administering, coordinating, facilitating, supporting, advocating, advancing, and overall execution of the Auxiliary program within the district/region. Organizationally, the Director is normally a branch chief (BC) within the District Prevention Division under the direct supervision of the District Chief of Prevention or the Chief of Search and Rescue. The Director serves as the advisor to the District Commander on all Auxiliary matters and is the District Commander's direct representative on all Auxiliary matters within the District. The Director receives program policy direction from the Chief Director.

B.10.a. General Responsibilities

The Director shall:

- (1) Serve as a staff officer within the District Prevention Division.
 - (2) Ensure/facilitate the overall training, readiness, and safe operations of the Auxiliary.
 - (3) Provide the right and ready volunteer capability and capacity in support of district missions.
 - (4) Support, enable, and provide program guidance to the Auxiliary elected and appointed leaders for the accomplishment of their duties, missions, assignments and responsibilities.
 - (5) In coordination with regional Auxiliary leadership, identify and justify resource needs, generate appropriate resource proposals to address same, and efficiently manage budget model funds.
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B.10.b. Specific Responsibilities

The Director shall:

- (1) Serve as a voting member of the Auxiliary District Board.
 - (2) Serve as a member of the District Executive Committee (EXCOM).
 - (3) Interpret Coast Guard policy and guidance for district Auxiliarists.
 - (4) Plan and assist in the establishment/disestablishment and expansion of the Auxiliary's basic organizational units in accordance with Chapter 4 of this Manual. Advise the district/region Board on matters of program activities and regulations and encourage uniformity of standards among the various district Auxiliary units.
 - (5) Review and approve all Auxiliary unit newsletters and publications, as well as all policy and training material published by/for district Auxiliarists. The review and clearance of Auxiliary unit newsletters, publications, web sites, electronic communications, and other materials may be delegated in writing to specified Auxiliary elected and appointed leaders (DSO-PB, ADSO-PB, DSO-IS, DSO-CS, and ADSO-CS).
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- (6) In coordination with the DCO, establish district Auxiliary awards procedures for nomination, review, and approval of applicable award recommendations submitted by Auxiliarists (see Chapter 11).
 - (7) Develop and execute a budget and financial plan for Coast Guard funds to support the Auxiliary program and activities. Make budget adjustments based on changing priorities within the Auxiliary or Coast Guard. Coordinate and develop out-year district budget builds using established budgetary guidance. DCO and EXCOM make recommendations and requests to the Director. There should be open discussion/communications between the Director and DCO/EXCOM in the development of the district budget. The Director has the final authority/responsibility/accountability as authorized by the District Commander on the expenditure of Government funds.
 - (8) Administer the enrollment and disenrollment of members according to the standards prescribed by this Manual and other Coast Guard directives.
 - (9) Administer the acceptance of facilities in accordance with the Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series), and other Coast Guard directives.
 - (10) Coordinate and oversee the regional administration of the Auxiliary personnel security program, to include facilitation of the security clearance process when desired by competent Coast Guard command authority.
 - (11) Facilitate coordination of Auxiliary training and mission specific training for Auxiliarists with appropriate Coast Guard Headquarters, area, and district staff elements and field units.
 - (12) Delegate in writing to Auxiliary elected and appointed leaders such Director functions and matters deemed necessary or appropriate for the efficient and effective functioning of the Auxiliary's organization and internal administration, consistent with Auxiliary program policy.
 - (13) Maintain a system of Auxiliary program records in accordance with section 3.K of this Manual and the Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). Perform necessary administrative functions including, but not limited to:
 - (a) Maintain individual Auxiliarist records both in paper form as well as through regional oversight of AUXDATA administration.
 - (b) Administer Auxiliary testing programs for specialty, program, and mission certifications and qualifications.
 - (c) Submit reports as required by competent authority.
 - (d) Maintain lists of those members converting to retired status.
 - (e) Transfer past members' records to the Federal Records Center two years after disenrollment. Review and concur for disposal after 30 years.
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- (14) Pursuant to current Coast Guard directives, ensure all Auxiliarists are provided the proper personal protective equipment (PPE) for their assigned duties.
 - (15) Provide input regarding Auxiliary resources and capabilities for district and area contingency planning.
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**B.11.
Delegations of
Authority**

Pursuant to provisions of 14 U.S.C. § 821(a), the Commandant has delegated authority for Auxiliary administration to other Coast Guard members. In addition, certain management capability has been delegated to Auxiliary leaders for Auxiliary functioning, organization, and internal administration.

These delegations of authority for Coast Guard members and delegation of management capability for Auxiliary elected and appointed leaders appear throughout this Manual, but may not be further re-delegated, unless expressly authorized herein. The rights, privileges, powers, and duties granted to the Auxiliary organization, its elected and appointed leaders, and members appear in the Code of Federal Regulations (CFR), this Manual, and other specific Coast Guard directives.

In order to fulfill assigned responsibilities as identified in paragraph B.6 above, the Chief Director is authorized to facilitate the timely implementation of Auxiliary program policies and procedures by generating, approving, and issuing modifications to such via the established all-Auxiliary (AL AUX) electronic mail network. AL AUX notices shall also be posted to the Commandant (CG-5421) web site, and they shall be appropriately incorporated into subsequent changes to affected Coast Guard directives. If the Chief Director determines that the subject matter of an Auxiliary program policy or procedure modification necessitates significant Coast Guard command involvement, then an all-Coast Guard (ALCOAST) message shall be used for dissemination.

**B.12. Director
Reports**

As soon as practical after the event, Directors must submit the following reports to the Chief Director:

- a. Significant newsworthy local/regional operational cases, rescues, major accomplishments/best practices performed by the Auxiliary or the Director and staff.
 - b. Results of all district elections. A copy of election results shall also be sent to the Auxiliary National Administrative Staff officer (N-A).
 - c. All major accident or death incidents involving Auxiliarists.
 - d. Changes in email addresses, mailing addresses, and phone numbers of key regional Auxiliary leaders to include, but not be limited to, the DCO, DCAPT(s), and DCOS.
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- e. Directors shall ensure proper composition, review, and submission of all Auxiliary personnel and facility casualties/mishaps in accordance with applicable Coast Guard reporting requirements.

The required reports above significantly reduce the Director's workload from previous reporting requirements while still providing sufficient information to Commandant (CG-5421). The following six reports are no longer required by the Chief Director, but still may be required by the District Commander and may therefore be compiled for district, region, or Auxiliary usage:

NOTE 

1. Annual schedule of district board meetings with any appropriate updates and changes.
2. Minutes of district board meetings.
3. Annual district directory (with one additional copy to the ANSC).
4. Reports of newly chartered or disestablished units.
5. Director's newsletters, policy interpretations, or handbooks.
6. Annual report specifying new or non-traditional tasks in which Auxiliarists have been employed or are expected to be employed.

**B.13. Regional/
Assistant
Directors**

In those districts geographically divided into Auxiliary regions, the Regional Director has the same authority, duties, and responsibilities as a Director in other districts not divided into regions.

Assistant Directors, under the direction and supervision of the Director, assist in Auxiliary administration. Assistant Directors are usually co-located with the Director; however, each can be stationed in a community remote from the Director's office. In such cases, they are called Assistant Directors (detached) and may have the same authority, duties, and responsibilities as a Director, if so delegated. Assistant Directors may otherwise be delegated "acting authority" by the Director in order to ensure continuity of regional Auxiliary administration, operations, and the conduct of business in the Director's absence.

**B.14.
Operations
Training Officer
(OTO)**

The OTO serves under the direction and supervision of the Director. In regions that do not have an assigned Assistant Director, the OTO may perform any or all of those functions in addition to the OTO functions, if so designated by the Director.



The OTO is principally responsible for ensuring regional Auxiliary training programs meet goals and objectives identified by the Director and Auxiliary leadership. The OTO shall identify, pursue, and leverage training resources available through the Coast Guard, Auxiliary, and other agencies as necessary to develop and improve regional Auxiliary readiness and capabilities. The OTO shall serve as the Director’s primary representative for assisting with all aspects of coordination, administration, and facilitation of regional Auxiliary operations and training.

Specific regional functions and responsibilities shall be identified by the Director. The OTO may be delegated “acting authority” by the Director in order to ensure continuity of regional Auxiliary administration, operation, and the conduct of business in the Director’s absence.

**B.15. Auxiliary
Liaison Officer
(AUXLO)**

Coast Guard units may designate an active duty Coast Guard member to serve as the AUXLO between the command and local Auxiliary units in order to facilitate and coordinate mutual support. The AUXLO should serve as the unit’s counterpart to, and in close coordination with, the Auxiliary Unit Coordinator (AUC). The AUC is defined in section C of this chapter. AUXLO responsibilities and guidance are further described in the Coast Guard Sector Organization Manual, COMDTINST M5401.6 (series).





Section C. Auxiliary Leadership and Management

Introduction Under Coast Guard administration, Auxiliarists are organized into the following four unit levels of administrative and supervisory responsibility:

1. Flotilla
2. Division
3. District/Region
4. National

Each level is discussed in later chapters. Auxiliary leaders responsible for unit administration and supervision are elected at each level. These elected Auxiliary leaders in turn appoint appropriate staff officers to carry out Auxiliary missions and programs.

C.1. Chain of Leadership and Management The four administrative levels are coordinated through an Auxiliary chain of leadership and management. This organizational concept functions where elected officers at one level are responsible to elected officers at the next higher administrative level and to all members they represent by virtue of elected office.

C.1.a. Definition In the Auxiliary, the phrase “chain of leadership and management” describes a system of organizational communication and responsibility providing for an effective and efficient path for the flow of information through all organizational levels. The system is best described as a chain of leadership and management rather than a chain of command, as no military command authority exists.

C.1.b. Elected Leaders Auxiliary elected leaders must convey policy frequently, accurately, and consistently to Auxiliary unit members via the chain of leadership and management. Likewise, all Auxiliarists are expected to use the chain of leadership and management for giving and getting information and voicing appropriate concerns. All members should recognize that an elected leader’s experience offers a great potential to solve problems.

C.1.c. Leadership When an Auxiliarist submits correspondence via an Auxiliary elected or appointed officer in the chain of leadership and management, that officer is obligated to rapidly endorse and forward such correspondence. Good leadership and management demand the existence of proper channels for Auxiliarists to follow and respect, except as otherwise provided or directed. This process assures that every activity is well monitored and carried out by the ablest members, prevents confusion and delay of actions, and allows for orderly and courteous flow of information.



C.1.d. Directors Auxiliarists should keep in mind that the Director is a vital source of Coast Guard information who provides the latest guidance on special projects and routine Auxiliary administration. Auxiliarists must utilize the chain of leadership and management in communicating ideas, information, and requests to the Director. This process is important for the orderly conduct of organizational activities and is proven to actually speed work results, since many solutions are found directly at the flotilla or division leadership level.

C.2. Parallel Staffing Parallel staffing is a communications process for appointed staff officers and is similar to the Auxiliary chain of leadership and management. For day-to-day operations, staff officers must communicate with their counterpart staff members at the next higher or lower organizational level to assure support is provided. For example, the District Staff Officer - Public Education (DSO-PE) is expected to pass information concerning public education matters to all Division Staff Officers - Public Education (SO-PE) in the district. When there are questions, or a need for additional information, a Flotilla Staff Officer - Public Education (FSO-PE) must communicate with the SO-PE.

C.3. Regions In Coast Guard districts with large geographical areas or large population concentrations, Auxiliary administrative responsibility is further divided into regions. Generally, these regions are organized, are administered, and function exactly the same as a district. Specific area and district/regional boundaries, together with a map, are found in Appendix G.

C.4. Areas For National administration, the Auxiliary is divided into the following three geographic areas:

- a. Atlantic (East)
- b. Atlantic (West)
- c. Pacific

Each Auxiliary area is represented on the National Executive Committee (NEXCOM) by a Deputy National Commodore (DNACO) who has been elected in accordance with provisions of Appendix D and appointed to the specific DNACO office by the NACO in accordance with the provisions of section 4.D of this Manual.

C.4.a. Atlantic Area East The Atlantic Area East includes:

- (1) First District (Northern and Southern Regions)
- (2) Fifth District (Northern and Southern Regions)
- (3) Seventh District



C.4.b. Atlantic Area West

The Atlantic Area West includes:

- (1) Eighth District (Eastern, Western Rivers, and Coastal Regions)
 - (2) Ninth District (Eastern, Central, and Western Regions)
-

C.4.c. Pacific Area

The Pacific Area includes:

- (1) Eleventh District (Southern and Northern Regions)
 - (2) Thirteenth District
 - (3) Fourteenth District
 - (4) Seventeenth District
-

C.5. Chain of Leadership and Management for Resolution of Concerns

The primary purpose of the Auxiliary chain of leadership and management is to quickly and efficiently communicate information up and down its organizational levels. It does not exist to provide progressively higher and higher levels of redress for routine decisions and determinations made by Auxiliary leaders and program managers.

An Auxiliarist who is not satisfied with a decision or determination regarding Auxiliary administration, operations, or programs rendered by an elected leader or an appointed staff officer in their capacity as an Auxiliary program manager for their respective organizational level does not have an unlimited path of appeal to the Commandant. Rather, an Auxiliarist effectively has two opportunities to resolve their concern through their chain of leadership and management.

- a. If not satisfied with a decision or determination, then an Auxiliarist may request that their concern be readdressed by the next higher level in the chain of leadership and management. In order to do so, the Auxiliarist must first notify in writing (e-mail is acceptable) the leader who made the decision of their concern and of their intent to readdress it with the next higher level in the chain. The Auxiliarist may then seek a preliminary review by notifying the leader in the next higher level of the chain of their concern.
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- b. Any Auxiliary leader who receives a written notification of concern pursuant to the previous provision must reply in writing (e-mail is acceptable) to the Auxiliarist within 15 days of receipt of the notification. If no reply is received within this time or if the Auxiliarist is still not satisfied, then the Auxiliarist may seek a secondary review by notifying the leader in the next higher level of the chain of leadership and management of their concern. Any Auxiliary leader who receives a written notification of concern pursuant to this provision must reply in writing (e-mail is acceptable) to the Auxiliarist within 15 days of receipt of the notification. This decision or determination shall be final. The Auxiliarist's continued pursuit of the concern to higher levels of the chain may be construed as an abuse of the chain of leadership and management and may subject the Auxiliarist to administrative disciplinary action.

Matters involving complaints that stem from inappropriate behavior that may result in administrative disciplinary action shall be handled in accordance with sections 3.F through 3.J of this Manual.

C.6. Auxiliary Leadership and Management

The Auxiliary, as a uniformed organization of civilian volunteers, presents unusual leadership and management challenges. There is no authority to hire or fire an Auxiliarist, nor is there any military command authority.

C.7. Leadership

Leadership and management capability rests on Auxiliarists' consent and on effective leadership skills. No group, including the Auxiliary, can function effectively without direction and goals. Leaders must conduct planning, provide coordination, and employ appropriate motivational techniques to attain desired objectives. Most successful leaders are individuals who practice good human relations skills. Effective Auxiliary leaders convince Auxiliarists to accept personal responsibility for task and mission accomplishment for which they have volunteered. Elected Auxiliary leaders are encouraged to seek help from past leaders and use their experiences whenever possible.

C.8. Established Management Procedures

There are certain established actions that can facilitate effective Auxiliary unit management. First and foremost is proper planning. New Auxiliary unit elected leaders should carefully choose staff, develop schedules of events and meetings, and establish budgets. Newly elected leaders must be thoroughly familiar with Auxiliary and Coast Guard manuals governing Auxiliary missions and programs.



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| C.8.a. Staff | <p>Staff officers, once selected, should be delegated management responsibility associated with the task assigned. An early consultation by the elected leadership with Staff officers is required in order to coordinate programs, plan public education (PE) and member training (MT) classes, public affairs (PA) campaigns, and other activities.</p> |
| C.8.b. Auxiliary Unit Coordinator (AUC) | <p>The AUC shall be an experienced Auxiliarist appointed by the DCO in consultation with the Director and the Coast Guard unit commander to which assigned. The primary purpose of an AUC shall be to facilitate the timely provision of high-quality administrative and operational support by the Auxiliary to the associated Coast Guard unit. The AUC shall work closely with the Coast Guard unit to develop and maintain the necessary relationships to deliver such service.</p> |
| C.8.c. Auxiliary Sector Coordinator (ASC) | <p>The ASC is the most important and pivotal AUC position. An ASC shall be assigned to every Sector. An ASC shall be appointed by and serve under the general direction of the DCO. Such appointment shall be made in consultation with the appropriate District Captain. It shall also be made in consultation with, and have the concurrence of, the Director and the respective Sector Commander. The DCO shall ensure that any gap in ASC appointments shall be absolutely minimized. If a Sector Commander is ever dissatisfied with ASC performance, they shall immediately notify the Director and the DCO who shall take action and effect an appropriate resolution.</p> <p>An ASC is authorized to wear the same appointed position insignia as a Division Chief on National staff.</p> |
| C.8.c.(1) Minimum Requirements | <p>In order to be appointed as an ASC, a candidate shall meet the following minimum requirements:</p> <ul style="list-style-type: none"> (a) Possess excellent communication and organizational skills. (b) Hold a current or prior qualification in at least one of the Auxiliary boat crew, personal watercraft, aviation, or telecommunications programs (in lieu of operational program qualification, a candidate may have successfully completed Auxiliary Specialty Courses in communications, patrols, and search and rescue), or; hold a current or prior qualification in at least one of the Auxiliary marine safety programs (in lieu of marine safety program qualification, a candidate may have successfully completed the Introduction to Marine Safety and Environmental Protection and Initial Indoctrination to Marine Safety courses). (c) Have successfully completed ICS 100, ICS 200, ICS 210, IS 700, IS 800, and TCT or CRM. <p>Have a demonstrated and thorough knowledge and understanding of the missions and capabilities of the Auxiliary.</p> |



C.8.c.(2)
Functional
Responsibilities

ASC functional responsibilities include:

- (a) Establishing, developing, and supporting a constructive and cooperative relationship between the Auxiliary and the Sector.
- (b) Monitoring and improving Auxiliary performance and readiness in support of Sector needs by using appropriate measures and courses of action.
- (c) Coordinating the full range of contingency and readiness planning among all Auxiliary components to address operational requirements and needs in support of the Sector.
- (d) Ensuring timely Sector awareness of Auxiliary readiness and capabilities as well as training and support needs.

Performance of other duties as assigned through the chain of leadership.

C.8.d. Meetings

Use of the following guidelines will help ensure meeting success:

- (1) Decide the purpose of the meeting.
- (2) Develop a written agenda.
- (3) Choose the time, place, and date to best accommodate members.
- (4) Conduct the meeting under the rules of parliamentary procedure (Robert's Rules of Order).
- (5) At each meeting, assign an Auxiliarist to welcome guests.
- (6) Ensure senior Auxiliarists and Coast Guard personnel are promptly greeted and introduced, if not generally known.
- (7) Introduce guests and prospective Auxiliarists to the members, and try to make each person feel welcome.

Elected and appointed leaders and staff are expected to wear uniforms at business and official meetings. To enhance esprit de corps, members are encouraged to attend meetings in the prescribed uniform or Auxiliary Blue Blazer outfit.

C.8.e. Flotilla
Administration

The Auxiliary Flotilla Procedures Manual, COMDTINST M16791.5 (series), contains many other ideas and suggestions for successful flotilla administration.

C.8.f. Division
Administration

The Auxiliary Division Procedures Manual, COMDTPUB P16791.3 (series), contains many other ideas and suggestions for successful division administration.



C.9. Annual Budget

To plan expenditures properly, every Auxiliary unit should have a clearly established annual budget. An example of a flotilla budget is contained in the Auxiliary Flotilla Procedures Manual, COMDTINST M16791.5 (series).

C.10. Auxiliary Information System

The Coast Guard Operations Systems Center (OSC) in Martinsburg, West Virginia operates an Auxiliary Database (AUXDATA) that contains personal and activity data about Auxiliarists and units. The database functions as a management tool that is only effective when Auxiliarists provide accurate and timely input. Complete descriptions of proper Auxiliary forms that provide input data are found on the Auxiliary National web site. (see Appendix I)





Section D. Coast Guard Auxiliary Linkage with the Coast Guard

Introduction The Auxiliary program is organizationally aligned under CG-DCO. (see Figure 1-1)

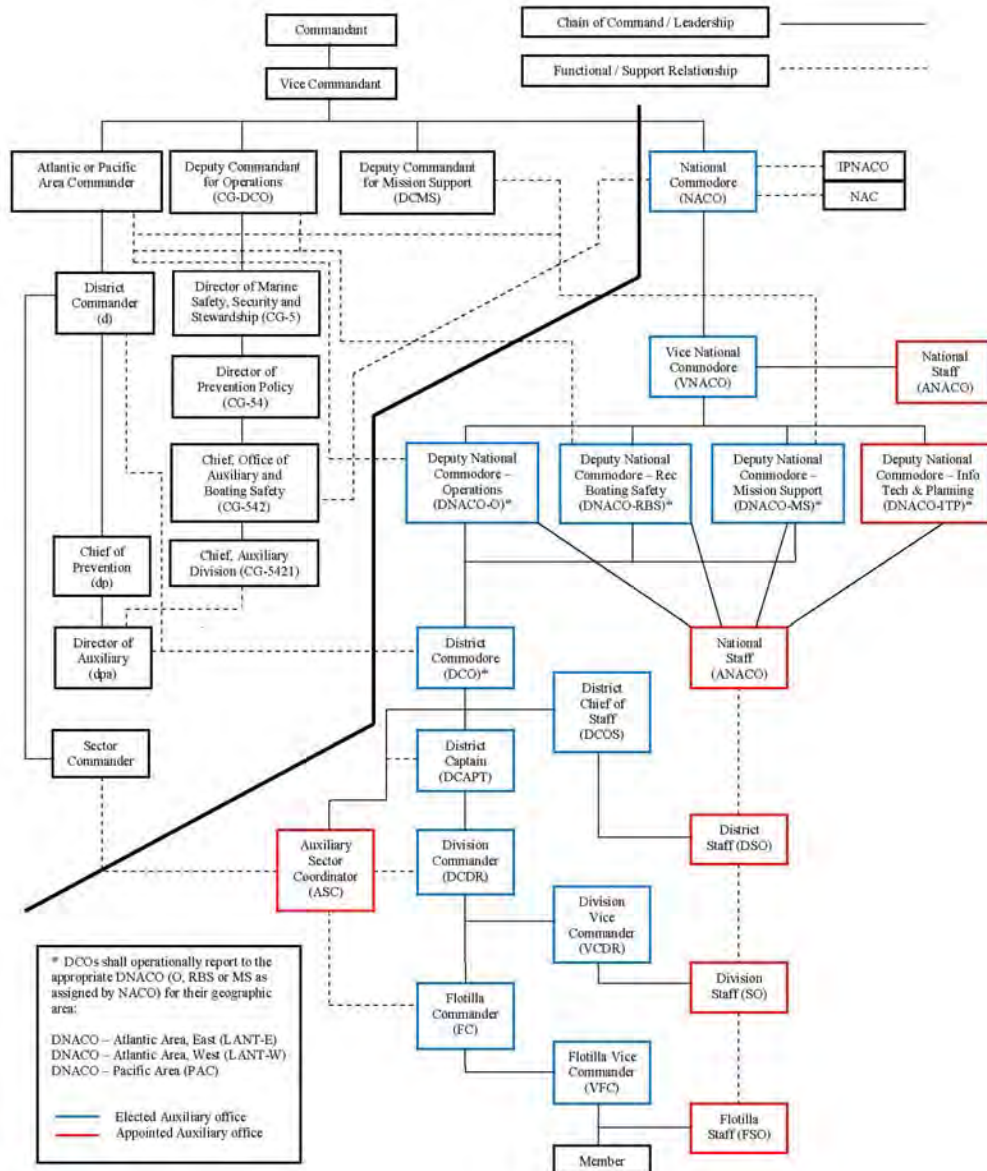


Figure 1-1
Coast Guard Auxiliary Organization – National to Member



D.1. Chief Director, Auxiliary

The Chief Director, in consultation with the NACO, provides administrative and management guidance and program resource support.

D.2. National Commodore (NACO)

The NACO is the senior and principal officer of the Auxiliary. The NACO represents the Auxiliary and reports to the Commandant through the Vice Commandant (VCG). Additionally, the NACO represents the Auxiliary with all Coast Guard Flag officers and Flag officer equivalent civilians at Coast Guard Headquarters on Auxiliary matters.

The NACO functions to support the Commandant's strategic goals and objectives and serve Auxiliarists. The NACO, under the general direction and supervision of the Vice Commandant, shall:

- a. Be responsible to the VCG for the strategic direction and overall operations of the Auxiliary.
 - b. Advise VCG of the overall administration of the Auxiliary.
 - c. Keep VCG informed of progress in planning and executing the policies and programs managed by the Auxiliary.
 - d. Measure and evaluate the mission performance of the Auxiliary and report on a quarterly basis to VCG via the CG-542 chain.
 - e. Lead the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's strategic goals and objectives.
 - f. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
 - g. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
 - h. Promote an environment that makes the Auxiliary the organization of choice for those wishing to volunteer their time to serve the public interest in maritime related fields.
 - i. Promote diversity throughout the Auxiliary organization.
 - j. Serve as the Auxiliary champion, key advisor, and primary representative of the organization, both internally and externally.
 - k. Support all Coast Guard program objectives for authorized missions.
 - l. Direct and manage Auxiliary leadership to oversee Auxiliary support of Coast Guard programs, and ensure appropriate coordination with program managers.
 - m. Oversee, guide, and support the District Commodores and manage their performance.
 - n. Consult with and utilize the National Association of Commodores (NAC), as necessary and appropriate, to achieve organizational goals and objectives.
 - o. At the direction of the Commandant (CCG), participate on the Coast Guard's Leadership Council.
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D.3. Vice National Commodore (VNACO)

The VNACO is the Chief Operating Officer of the Coast Guard Auxiliary and reports to the National Commodore (NACO). Additionally, the VNACO represents the Auxiliary at the direction of the NACO with all Coast Guard Flag officers and Flag officer equivalent civilians at Coast Guard Headquarters on Auxiliary matters.

The VNACO functions to support the Commandant's strategic goals and objectives and serve Auxiliarists. The VNACO, under the general direction and supervision of the NACO, shall:

- a. Function as the Chief Operating Officer for the Coast Guard Auxiliary.
 - b. Perform duties assigned by the National Commodore. When directed, act for and on behalf of the NACO in linkage with the Coast Guard.
 - c. Manage the overall day-to-day operations of the Auxiliary.
 - d. Supervise the Deputy National Commodores (DNACO), the Assistant National Commodore for Diversity (ANACO-DV), and the Assistant National Commodore, Chief Counsel (ANACO-CC).
 - e. Assist the NACO with the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's strategic goals and objectives.
 - f. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
 - g. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
 - h. Promote an environment that makes the Auxiliary the organization of choice for those wishing to volunteer their time to serve the public interest in maritime related fields.
 - i. Advise the NACO of the overall administration of the Auxiliary.
 - j. Keep the NACO informed of progress in planning and executing the policies and programs managed by the Auxiliary.
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D.4. Deputy National Commodore – Operations (DNACO-O)

The Auxiliary Deputy National Commodore – Operations (DNACO-O), under the direction and supervision of the National Commodore (NACO) through the Vice National Commodore (VNACO), plans and executes Auxiliary response, prevention, international affairs, and incident management and preparedness doctrine, policy, and programs. The DNACO-O shall:

- a. Represent the concerns, plans, strategies, operations, and policies of the corresponding Area Commander to the Coast Guard Auxiliary.
 - b. Supervise and support corresponding District Commodores and assist them in addressing issues that require resolution above the district/region level.
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- c. Supervise and support the Assistant National Commodore for Response and Prevention (ANACO-RP) and associated programs.
 - d. Represent the NACO with the corresponding Area Commander and District Commodores as directed and maintain responsibility for the execution of Auxiliary programs and missions.
 - e. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
 - f. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
 - g. Keep the corresponding Area Commander, the NACO, and the National Executive Committee (NEXCOM) informed of progress in planning and executing the policies and programs of the Auxiliary.
 - h. Assist the NACO with the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's and the corresponding Area Commander's strategic goals and objectives.
 - i. Maintain close liaison with Deputy National Commodores and provide necessary advice, counsel, and support, particularly involving response, prevention, international affairs, and incident management and preparedness doctrine, policy, and programs.
 - j. Attend Auxiliary district/region conferences when directed by the NACO.
 - k. Serve as the Auxiliary champion, key advisor, and primary representative of the organization, both internally and externally, for the corresponding Area Commander.
 - l. Manage and coordinate Auxiliary response, prevention, international affairs, and incident management and preparedness doctrine, policy, and programs to help address geographical variances (e.g., coastal, inland, Western Rivers, etc.).
 - m. Promote Auxiliary support and execution of the corresponding Area Commander's missions.
 - n. Oversee and evaluate Auxiliary operational mission performance and support to the Coast Guard in districts/regions.
 - o. Be accountable for the readiness of all Auxiliary operational units in performance of their assigned missions.
 - p. Identify and communicate capability/capacity gaps through readiness analysis to match Auxiliary units with the training required to sustain mission execution.
 - q. Improve operational readiness by standardizing evaluations for unit readiness, standard procedures, and compliance measures to ensure sustainable readiness to accomplish all assigned missions.
 - r. Work closely with DNACO-ITP to establish readiness measures to identify personnel and platform degradation that may impact Auxiliary sustainability.
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- s. Work closely with DNACO-MS to coordinate operational doctrine and exercises and develop, in conjunction with FORCECOM, tactics, techniques, and procedures across all Auxiliary operational mission areas and for all Auxiliary operational platforms and assets.
 - t. Improve coordination and interoperability across all Auxiliary and Coast Guard operational units to enhance unity of effort in planning and operations.
 - u. Develop and support Auxiliary operational and contingency planning to ensure synchronization with Coast Guard plans and to effectively resource mission requirements pursuant to the needs of the Coast Guard.
 - v. Support, manage, and coordinate Coast Guard international affairs program objectives and associated training and resource requirements with Auxiliary resources and programs.
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**D.5. Deputy
National
Commodore –
Recreational
Boating Safety
(DNACO-RBS)**

The Auxiliary Deputy National Commodore – Recreational Boating Safety (DNACO-RBS), under the direction and supervision of the National Commodore (NACO) through the Vice National Commodore (VNACO), plans and executes Auxiliary recreational boating safety doctrine, policy, and programs. The DNACO-RBS shall:

- a. Represent the concerns, plans, strategies, operations, and policies of the corresponding Area Commander to the Coast Guard Auxiliary.
 - b. Represent the concerns, plans, strategies, operations, and policies of the Coast Guard Deputy Commandant for Operations (CG-DCO) to the Coast Guard Auxiliary.
 - c. Supervise and support corresponding District Commodores, and assist them in addressing issues that require resolution above the district/region level.
 - d. Supervise and support the Assistant National Commodore for Recreational Boating (ANACO-RB) and associated programs.
 - e. Represent the NACO with the corresponding Area Commander, the CG-DCO, and District Commodores as directed and maintain responsibility for the execution of Auxiliary programs and missions.
 - f. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
 - g. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
 - h. Keep the corresponding Area Commander, the CG-DCO, the NACO, and the National Executive Committee (NEXCOM) informed of progress in planning and executing the policies and programs of the Auxiliary.
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- i. Assist the NACO with the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's, the corresponding Area Commander's, and CG-DCO's strategic goals and objectives.
 - j. Maintain close liaison with Deputy National Commodores and provide necessary advice, counsel, and support, particularly involving vessel examination, public education, and RBS outreach doctrine, policy, and programs.
 - k. Attend Auxiliary district/region conferences when directed by the NACO.
 - l. Serve as the Auxiliary champion, key advisor, and primary representative of the organization, both internally and externally, for the corresponding Area Commander and the CG-DCO.
 - m. Manage and coordinate Auxiliary vessel examination, public education, and RBS outreach doctrine, policy, and programs to help address geographical variances (e.g., coastal, inland, Western Rivers, etc.).
 - n. Promote Auxiliary support and execution of the corresponding Area Commander's missions.
 - o. Oversee and evaluate Auxiliary recreational boating safety mission performance and support to the Coast Guard in districts/regions.
 - p. Support, manage, and coordinate Coast Guard recreational boating safety policy and resource requirements with Auxiliary units and programs.
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D.6. Deputy National Commodore – Mission Support (DNACO-MS)

The Auxiliary Deputy National Commodore – Mission Support (DNACO-MS), under the direction and supervision of the National Commodore (NACO) through the Vice National Commodore (VNACO), plans and executes Auxiliary governmental affairs, public affairs, training, and human resources doctrine, policy, and programs. The DNACO-MS shall:

- a. Represent the concerns, plans, strategies, operations, and policies of the corresponding Area Commander to the Coast Guard Auxiliary.
 - b. Represent the concerns, plans, strategies, operations, and policies of the Coast Guard Deputy Commandant for Mission Support (CG-DCMS) to the Coast Guard Auxiliary.
 - c. Supervise and support corresponding District Commodores, and assist them in addressing issues that require resolution above the district/region level.
 - d. Supervise and support the Assistant National Commodore for FORCECOM (ANACO-FC) and associated programs.
 - e. Represent the NACO with the corresponding Area Commander, the CG-DCMS, and District Commodores as directed and maintain responsibility for the execution of Auxiliary programs and missions.
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- f. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
 - g. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
 - h. Keep the corresponding Area Commander, the CG-DCMS, the NACO, and the National Executive Committee (NEXCOM) informed of progress in planning and executing the policies and programs of the Auxiliary.
 - i. Assist the NACO with the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's, the corresponding Area Commander's, and the CG-DCMS' strategic goals and objectives.
 - j. Maintain close liaison with Deputy National Commodores and provide necessary advice, counsel, and support, particularly involving governmental affairs, public affairs, training, and human resources doctrine, policy, and programs.
 - k. Attend Auxiliary district/region conferences when directed by the NACO.
 - l. Serve as the Auxiliary champion, key advisor, and primary representative of the organization, both internally and externally, for the CG-DCMS.
 - m. Manage and coordinate Auxiliary governmental affairs, public affairs, training, and human resources doctrine, policy, and programs to help address geographical variances (e.g., coastal, inland, Western Rivers, etc.).
 - n. Promote Auxiliary support and execution of the corresponding Area Commander's missions.
 - o. Work with FORCECOM to transform Coast Guard Auxiliary readiness management into a centralized and functional construct aimed at optimizing unity of effort.
 - p. Work closely with DNACO-O to coordinate operational doctrine and exercises, and develop, in conjunction with FORCECOM, tactics, techniques, and procedures across all Auxiliary operational mission areas and for all Auxiliary operational platforms and assets.
 - q. Oversee and evaluate Auxiliary governmental affairs, public affairs, training, and appropriate human resource program/mission performance and support to the Coast Guard in districts/regions.
 - r. Support, manage, and coordinate Coast Guard governmental affairs, public affairs, training, and human resource policy and resource requirements with Auxiliary units and programs.
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D.7. Deputy National Commodore – Information Technology and Planning (DNACO-ITP)

The Auxiliary Deputy National Commodore – Information Technology and Planning (DNACO-ITP), under the direction and supervision of the National Commodore (NACO) through the Vice National Commodore (VNACO), plans and executes Auxiliary information engineering, information application, strategic planning, and performance measurement doctrine, policy, and programs. The DNACO-ITP shall:

- a. Represent the concerns, plans, strategies, operations, and policies of the Assistant Commandant for Command, Control, Communications, Computers, and Information Technology (CG-6) to the Coast Guard Auxiliary.
- b. Represent the concerns, plans, strategies, operations, and policies of the Coast Guard Enterprise Strategic Management and Doctrine Directorate (CG-095) to the Coast Guard Auxiliary.
- c. Supervise and support the Assistant National Commodore for Planning and Performance (ANACO-PP) and the Assistant National Commodore for Information Technology (ANACO-IT), and their associated programs.
- d. Represent the NACO with CG-6 and CG-095 as directed and maintain responsibility for the execution of associated Auxiliary programs and missions.
- e. Promote an environment that fosters effective and efficient Auxiliary mission performance at all organizational levels.
- f. Promote appropriate communications and interfaces between the Auxiliary, the Coast Guard, other customers, and organizations.
- g. Keep CG-6, CG-095, the NACO, and the National Executive Committee (NEXCOM) informed of progress in planning and executing the policies and programs of the Auxiliary.
- h. Assist the NACO with the strategic management of the Auxiliary and ensure corresponding Auxiliary policy and planning support of the Commandant's strategic goals and objectives.
- i. Maintain close liaison with Deputy National Commodores and provide necessary advice, counsel, and support, particularly involving information engineering, information application, strategic planning, and performance measurement doctrine, policy, and programs.
- j. Attend Auxiliary district/region conferences when directed by the NACO.
- k. Serve as the Auxiliary champion, key advisor, and primary representative of the organization, both internally and externally, for CG-6 and CG-095.
- l. Manage and coordinate Auxiliary information engineering, information application, strategic planning, and performance measurement doctrine, policy, and programs to help address geographical variances (e.g., coastal, inland, Western Rivers, etc.).



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- m. Work closely with DNACO-O to establish readiness measures to identify personnel and platform degradation that may impact Auxiliary sustainability.
 - n. Oversee and evaluate Auxiliary information engineering, information application, strategic planning, and performance measurement support to the Coast Guard in districts/regions.
 - o. Support, manage, and coordinate Coast Guard information engineering, information application, strategic planning, and performance measurement policy and resource requirements with Auxiliary units and programs.
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**D.8. District
Commodore
(DCO)**

At the Coast Guard district level, the Coast Guard Auxiliary District Commodore (DCO) achieves linkage with the District Commander and staff. The DCO links to the District Commander through coordination with the Director (see Figure 1-3). The DCO reports to and represents the Auxiliary to the District Commander. The Director, in consultation with the DCO, provides administrative management and program resources support. Directors co-located with Atlantic Area and Pacific Area commands shall assist the DNACOs in maximizing the productivity of visits with the Coast Guard Area Commander by helping to ensure the Area Commander is fully pre-briefed on the topic, scope, and desired outcome. These co-located Directors will normally interact at the area level as the host Director, due to their geographic co-location with the command.

**D.9. Direct
Communication
with Coast
Guard Leaders**

Under normal circumstances, Auxiliarists shall not formally communicate directly with the District Commander unless specifically authorized by the District Commander or Director. The District Commander works on a precise, efficient, and scheduled timeline. Therefore, the Director has been charged with coordinating, preparing, and pre-briefing the District Commander to optimize the use of time while maximizing the productivity of the meeting, phone call, or email to obtain the desired action or results in support of the Auxiliary. This general procedure is not intended to place barriers between Auxiliary leaders and Coast Guard Flag officers, but rather to improve the communication flow between the Coast Guard Flag officers, Auxiliary leaders, Chief Director, and Director.

Routine and short (5- to 15-minute) courtesy calls paid by Auxiliary leaders on Coast Guard Flag officers shall be pre-scheduled, but are unofficial in nature. These courtesy calls are not normally subject to the in-depth pre-briefing guidance above. Courtesy calls are intended to provide maximum Auxiliary-Coast Guard camaraderie, fellowship, and exposure while minimizing administrative barriers and the conduct of formal business.

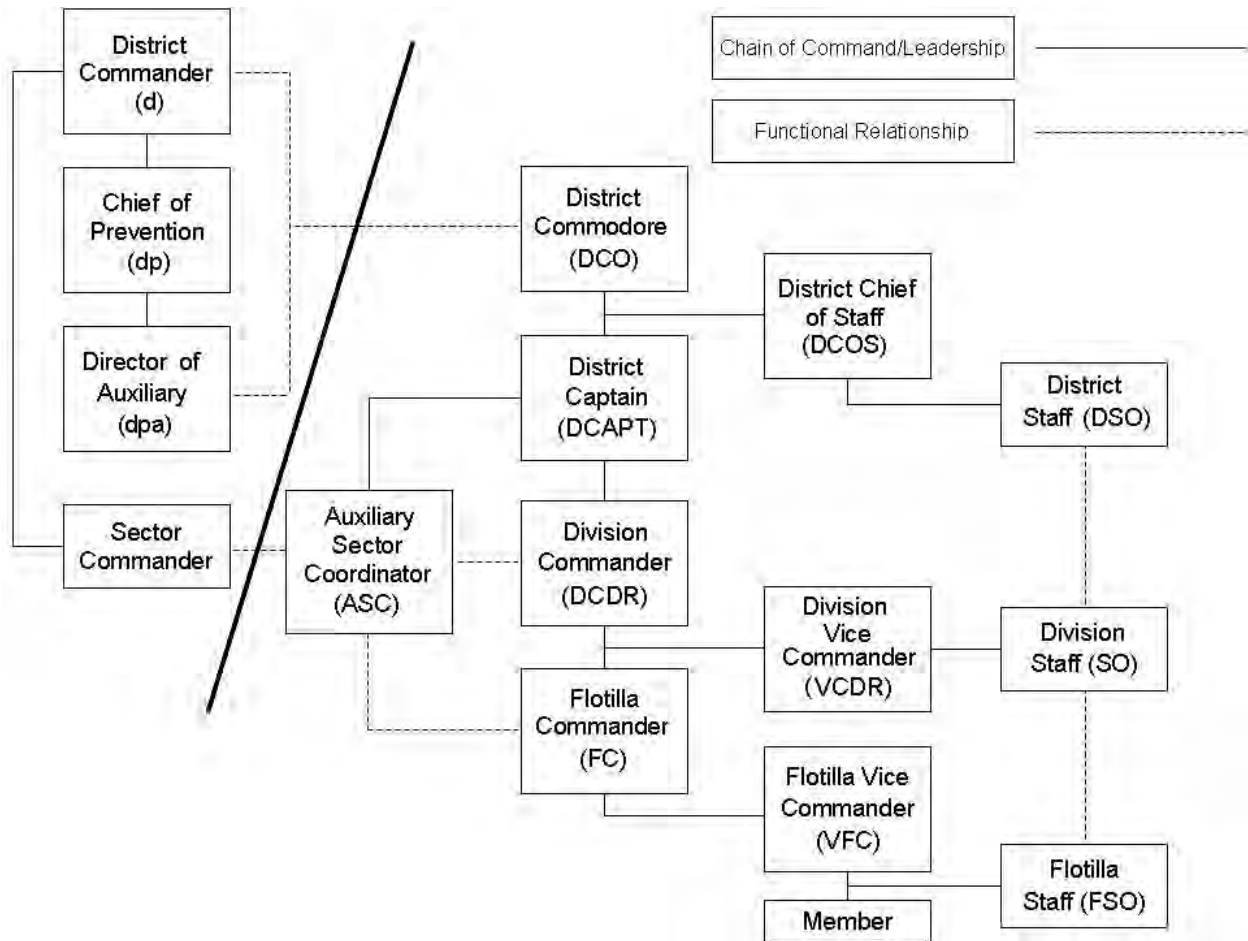


Figure 1-3
Typical Coast Guard Auxiliary Organization – District to Member

D.10. Operational Level

At the operational level, the Auxiliary provides day-to-day support for a wide spectrum of Coast Guard operational and administrative missions. As the volunteer arm of Coast Guard Forces, the Auxiliary serves as a significant force multiplier for stations, sectors, cutters and air stations, and administrative and support commands. Auxiliary forces are incorporated, utilized, and relied upon in major Coast Guard surge and contingency plans and operations. Examples include maritime security operations and responses to natural and marine disasters.

D.11. Strategic Link

The Auxiliary provides a strategic link between the Coast Guard's field operating element and the recreational boating public.

