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.

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.

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.

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.

(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, [redacted] training programs.

Redacted content per Presidential Executive Order No.14131

(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).

(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.

	(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.

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).

(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.

(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.

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 (ALAUX) electronic mail network. ALAUX 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.

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.

NOTE

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:

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).