

DEPARTMENT OF TRAINING

Leadership and Management

DIVISION CAPTAIN CHANGE OF ADMINISTRATION GUIDE

This guide contains recommendations for obtaining a smooth transition period for newly elected division Captains. It is the intent of this guide to suggest a schedule of activities that will help maximize the efficiency of these administrative transition periods. The Change of Watch ceremony is the symbolic representation of this change of administrative leadership at the Division level. The actual administrative transition requires more time, thought and planning. Most of these activities will be completed by the actual time the COW ceremony is held.

This instruction is broken down into two areas:

- I. Responsibilities of the DCP elect before taking office**
- II. Responsibilities of the DCP elect upon taking office**

A. Responsibilities of the DCP elect before taking office

1. Transfer of Records and Documents by 15 Dec.

By 15 December, schedule a meeting with the outgoing DCP to set a time to transfer pertinent Division records and documents, (see ENCLOSURE (1) p.4) which will be necessary for smooth transition. Review the minutes and financial records of the previous Division meetings. Obtain a copy of the current AUXMIS records. The outgoing DCP should/will serve as a valuable asset that can help the incoming DCP overcome some early difficulties. This resource should not be overlooked. Request some stamps and envelopes for your mailings in preparation for the change of office.

a. District Requirements

Become aware of all District specific requirements such as deadlines for additional paperwork; specific tasks for the Boat Crew Program; any District specific currency maintenance procedures, etc.

b. Forms

Copies of all Auxiliary required forms can be obtained on the Auxiliary website
<http://www.cgaux.org/forms/forms.html>

If you do not have internet access, determine if another member of the Division does. This individual can serve as the Division web watcher.

2. Annual Unit Officer Report (ANSC 7007) by 20 Dec.

a. Choosing a Staff

Choosing a staff will be among the most important decisions of the DCP elect. Potential Division Staff Officers should (ideally) be well versed in the area of responsibility they are being considered for, but more importantly, the prospective Staff Officer **MUST** be **WILLING** to serve in the new administration. Expectations of the Staff Officer should be clearly explained before the appointment/reappointment is made. Additional guidelines for staff appointments are found in the Auxiliary Manual (COMTDINST M16790.1 series). This stage of staff selection should be seen as an interview process; it should be more than just a question of whether or not the person wants to be a staff officer. The initial interview should be one of many communications that will be held during the term of office. Time spent at this level will be the foundation of a successful administration. A well-chosen staff oversees the Division activities as it pertains to the various Auxiliary programs.

b. Letter of Appointment

Enclosure 1 of the Division Procedures Manual (COMDTINST --) contains sample letters of appointment for staff officers. These letters indicate the term of office and the expectations of the duties of the office. Each appointed staff officer should receive an appointment letter. Prepare them for mailing on 1 January. If the Division Procedures Manual is unavailable, review and revise the Flotilla Staff Officer letter to reflect the duties of the Division Staff Officer. Briefly review the Auxiliary Manual (COMTDINST M16790.1 series) acquaint yourself with its contents and policies.

c. VCP – Chief of Staff

The newly elected Vice Captain should act as the “Chief of Staff”. Advise him/her of your progress during this transition stage. Inform the VCP of what is expected as Chief of Staff. While the DCP and VCP should meet frequently with the staff, both should avoid the temptation to micromanage the staff officers. The elected officers should "guide" the staff officer when necessary, acting as mentor.

The DCP should also avoid "micromanaging" the VCP. An effective VCP makes the job of the DCP easier and more efficient. An effective relationship with the VCP is essential to a well-run Division. Keep the VCP well informed starting with the staff selection process. Consider the input of the VCP during this process. The position of VCP can be thought of as “DCP-in training”, especially if he/she should seek the position in the future. Always think of the VCP as a "team member".

d. Staff Meeting

Before 1 January have a meeting with your Chief of Staff and all your staff officers to coordinate your administrative expectations. Reinforce the TEAM nature of your administration and instruct staff members to coordinate with each other where useful, but to always keep the Chief of Staff informed. For example, the SO-PE will request the SO-MT to organize IT-training; the SO-OP will coordinate recruiting of new crewmembers with the SO-PS.

3. Preparation

It is impossible to remember everything, regardless of its importance. Obtain a three-ringed notebook (a 2 and 1/2 inch "D" ring is very suitable) and a series of dividers. This will be another foundation for the success of the new administration. Properly maintained, this notebook will help make the responsibilities of the DCP be performed in a timely and efficient fashion. Minimally, there should be four sections to this notebook. These sections are:

- a. **REPORTS** - This section will contain chronological files. The section should be further subdivided into five additional subsections:
 - 1. Director’s Interpretations
 - 2. Minutes of Division Meetings
 - 3. Financial Report
 - 4. Correspondence
 - 5. Flotilla Commander Reports
 - 6. SO Reports
- b. **AUXMIS** - This section contains the current Division AUXMIS records. Old AUXMIS records should be filed separately from the current AUXMIS record. They may be maintained with assistance from the SO-SR.
- c. **ROSTER** - This section contains a list of the membership names, Auxiliary numbers, addresses, phone numbers and facility information. Keep this section updated with all current changes. This section should be further subdivided into an Ops roster listing the facilities and owners; a VE roster; an IT roster and a Boat Crew/Coxswain roster.
- d. **THINGS TO DO** - This section contains the list of all planned items of activity. Mark off completed items and obtain status reports on works in progress. A sub-division may also be used here to contain agenda items for Division meetings.

B. Responsibilities of the DCP upon Taking Office

1. Rules of Order

Before the first Division meeting review:

- 1) Enclosure 4, "Rules of Order", in the Division Procedures Manual and the Auxiliary Manual.
- 2) Division Standby Rules

These will serve as an example of the proper way to conduct an orderly meeting. It explains the role of the DCP as a presiding officer, the proper presentation of motions and provides a table of types of motions.

2. Auxiliary Missions

Review Chapter 2, Auxiliary Missions, of the Auxiliary Manual (COMTDINST M16790.1 series). Section E and Appendix 2A contain information that may help in organizing and setting goals and plans for the Division.

3. Division Highlights

Take written notes at the Division Board meetings on any item you deem necessary to warrant your immediate action.

4. Auxiliary Manual

Always bring the Auxiliary Manual (COMTDINST M16790.1 series) to each Division meeting. Be well versed in its content, it will provide answers to many questions.

5. Agenda

Prepare an agenda for each Division meeting. The agenda should list the date, time and meeting location. List sections that include the order of staff officer reports, Comments of Guests, Old Business, New Business, member comments, Good and Welfare and next meeting information. All members of the Division Board should have copies of the agenda prior to the meeting. Consider distributing the agenda to the Division Board in attendance or include it with the meeting notice.

6. Staff Alignment Sessions

In January, meet individually with each of your staff officers individually with the Vice Captain. Carefully review the previous year's AUXMIS report before this meeting. This meeting should last from five to 30 minutes. You should be able to accomplish these staff meetings in one or two days. Each staff position will, obviously, have special concerns.

a. Certificates of Appointment

Formally introduce your staff officers to the membership at your first Division meeting. Distribute the "Certificate of Appointment" to each staff officer at this time.

7. Division Emergency Plan

If the Division has this plan, review it for applicability and modification if required. If there is no plan in existence, develop one using the combined talents of the Division members.

CONCLUSION

Consider the membership as an expansion of the TEAM you have appointed. The DCP represents the Division and the PEOPLE in it. Respect the membership and they will trust you.

Most of all, enjoy the experience. A reasonable amount of planning and preparation will make an exceptionally rewarding term of office.

ENCLOSURE (1)

LIST OF DOCUMENTS AND RECORDS FOR DIVISION CAPTAIN TURNOVER

A. DIVISION CAPTAIN RECORDS

1. Correspondence
2. Member Rosters
3. Division Officer Rosters
4. Division Calendar
5. Inventory of Division Property
6. Division AUXMIS Activity Reports
7. Division Financial Reports File
8. List of Member Qualifications
9. Division Member Awards File
10. List of Specialty Course Proctors
11. List of Qualification Examiners

B. DIVISION DOCUMENTS

1. Division Standing Rules
2. Division Charter
3. Agreements regarding Division meeting place and other properties.
4. Division Scrapbook, if not retained by SO-PB or SO-SR
5. Division Calendar
6. Division Emergency Plan
7. Division Master Plan

C. DISTRICT DOCUMENTS

1. District Policy Manual
2. District Operations Policy Manual
3. District Telephone Book
4. District Board and Staff Roster
5. District Calendar

E. COAST GUARD AUXILIARY DOCUMENTS

1. Auxiliary manual, COMDTINST M16790.1 Series
2. Auxiliary Flotilla Procedures Manual
3. Auxiliary Division Procedures Guide, COMDTPUB P16791.3
4. Boat Crew Manual
5. In Division Training Topics
6. Training Aid Manual