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## AUXILIARY NATIONAL STAFF GUIDE



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September 2021

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# Introduction

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The Auxiliary National Staff Guide explains the responsibilities and requirements for members serving on the National Staff. Although the Guide is designed to be an onboarding document for new National Staff members, longer serving members on the National Staff may find the Guide helpful.

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## Acronyms

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### National Executive Committee (NEXCOM)

<a href="#">NACO</a>	National Commodore
<a href="#">VNACO</a>	Vice National Commodore
<a href="#">NIPCO</a>	National Immediate Past Commodore
<a href="#">CHDIRAUX</a>	Chief Director of the Auxiliary
<a href="#">DNACO</a>	Deputy National Commodore—Mission Support (MS), Operations (O), Recreational Boating Safety (RBS), Information Technology and Planning (ITP)

### The National Staff

ANACO	Assistant National Commodore
ANACOd	Deputy Assistant National Commodore
DIR	Director
DIRd	Deputy Director
DVC	Division Chief
BC	Branch Chief
BA	Branch Assistant

ANACO's are appointed by the NACO with the concurrence of the Chief Director. ANACO's duties require them to assist the NACO, VNACO and DNACO's in the performance of various duties. These duties include, but are not limited to, planning, organizing and coordinating all activities within their program areas. Detailed information regarding the various ANACO's functions may be viewed on the directorate's websites ([cgaux.org/departments](http://cgaux.org/departments)).

The DIRs and their teams develop, implement, and maintain programs listed in the Directorate areas below.

### Directorates

- A Public Affairs
- B RBS Outreach
- C Computer Software & Systems
- D Diversity & Inclusion
- E Public Education
- H Human Resources International Affairs
- I International Affairs
- M Performance Measurement
- P Prevention
- Q Emergency Management and Disaster Response
- R Response
- S Student Programs
- T Training
- U IT User Support & Services
- V Vessel Examination

Additionally, there is Chief Counsel staff (ANACO-CC and ANACO-CCd), a Chief Financial Officer (ANACO-CFO), and an Assistant National Commodore for Diversity (ANACO-DV).

### **The National Commodore’s Staff (The N Staff)**

The N Staff conducts administrative duties for the National Commodore and some programs that support the US Coast Guard Auxiliary. The National Staff provides valuable support to the organization that falls outside the traditional program areas.

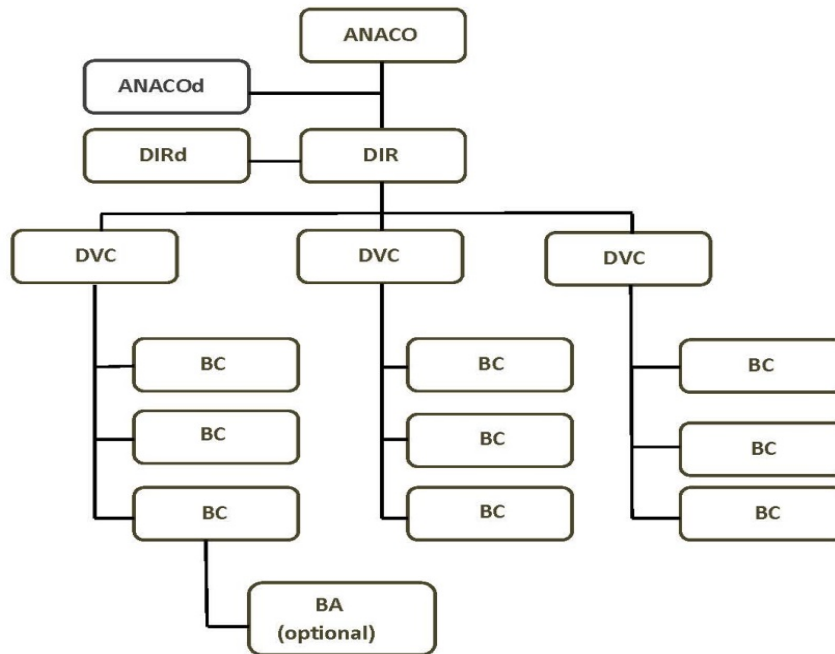
N-C	National Conference Administrator
N-Cd	National Deputy Conference Administrator
N-EA	National Executive Assistant
N-D	Aides

The National Staff is a **Virtual Organization**. Communication is almost exclusively via telephone, email, and web conferencing. Face-to-face meetings are rare. The National Staff is comparable to a Coast Guard Headquarters unit, but without the building. Staff is spread throughout all 50 states, Guam, Puerto Rico, and the U.S. Virgin Islands.

# The National Organization

## Reporting Relationships

The organizational chart at the bottom of the page is a representation of the National Organization, although the N Staff is not represented on this chart. The chart depicts typical **reporting relationships** that exist on the National level.



While this organization chart can be considered typical Directorate structure, some Directorate structures vary. All Directorates are configured based upon the programs and missions they are responsible for managing.

	Reports to
ANACO	DNACO
ANACOd	ANACO
DIR	ANACO or the ANACOd
DIRd	DIR
DVC	Either the DIR or the DIRd
BC	DVC
BA	BC

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# Response & Prevention

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## **Response** **(R Directorate)**

The Mission of the Response Directorate is to support members and assets participating in Surface, Aviation, and Telecommunication missions, on behalf of the U.S. Coast Guard. The Response Directorate identifies the response needs of the Coast Guard during normal and accelerated operational tempos, and develops relevant competencies to provide a safe, robust, and capable volunteer contingent as a part of Coast Guard Forces.

The Response Directorate is comprised of the following divisions: AUXAIR, Surface Operations, Telecommunications, supported by an Education Division.

## **Emergency Management & Disaster Response** **(Q Directorate)**

The Mission of the Emergency Management & Response Directorate is to enable Auxiliary support for the Coast Guard emergency management program and to provide alignment with active-duty forces of the U.S. Coast Guard.

Emergency Management & Disaster Response Directorate is comprised of the following divisions: Special Projects, Contingency Planning, Coast Guard Communication, Disaster Response, Communications.

## **Prevention** **(P Directorate)**

The Mission of the Prevention Directorate is the planning and administration of Auxiliary programs to support and augment the United States Coast Guard's Prevention Department. The Directorate oversees two major Auxiliary Programs – Navigation Systems, and Marine Safety.

The Prevention Directorate is comprised of the following divisions: Navigation Systems, Communication & Education, Port & Facility Activities, Commercial Vessel Activities, and Prevention Outreach.

## **International Affairs** **(I Directorate)**

The Mission of the International Affairs Directorate is to develop, coordinate, and implement strategy, policy, and programs relating to international activities, and engage foreign nations directly to advance collaboration and cooperation of civil maritime organization development. The I Directorate also coordinates with USCG and Department of Defense Geographic Combatant Commands (COCOM) on multilateral exercises and training to advance national security missions and provides qualified interpreters to the USCG, Department of Defense, and other federal agencies for deployments throughout the world.

The International Affairs Directorate is comprised of the following five divisions: Interpreter Corps, International Outreach Qualifications, Strategic Projects, Interpreter Qualifications and Development & Support.



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# Recreational Boating

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## **Vessel Examination & Partner Visitation ([V Directorate](#))**

The Mission of the Vessel Examination and Partner Visitation Directorate is to influence recreational boating safety. The Directorate's goal is to harness the power of Auxiliary and Partner resources to shape discussions for a safer and more enjoyable boating experience. The mission also includes developing programs to remind recreational boaters that Life Jackets should be worn, and recreational vessels must be properly equipped for safety. The Directorate develops and promotes programs to provide recreational boating partners, operators and passengers with guidance and information concerning safe boating practices, vessel resources, safety and navigation rules, and safety equipment. The Directorate's mission of promoting safe boating and prevention of accidents can begin at the point of purchase, at the point of launch and recovery, at home, at the marina, at the dock and online.

The Vessel Examination & Partner Visitation Directorate is comprised of the following divisions: Communications, Vessel Examinations, Incentives, Visitation Programs, Safety Programs Division, and Special Projects.

## **Public Education ([E Directorate](#))**

The Mission of the Public Education Directorate is two-fold: first, to provide exceptional boating safety education to the American public with the aim of reducing loss of life, personal injury, and property damage to recreational boaters; and second, to deliver the highest possible quality training, resources, and timely materials in support of flotilla instructors and public education staff officers who are providing boating safety education.

The Public Education Directorate is comprised of the following divisions: Electronic Media Development, Instructor Development, Communication Services, Course Management, and Course Development.

## **Recreational Boating Safety Outreach ([B Directorate](#))**

The Mission of the Recreational Boating and Safety Outreach Directorate is to prevent loss of life, personal injury, property damage and adverse environmental impact associated with recreational boating through outreach to the recreational boating community.

The Recreational Boating Safety Outreach Directorate is comprised the following divisions: Districts Liaison, RBS Outreach Liaison, Paddlecraft Safety, and Communication Services.

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# FORCECOM

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## **Training** **[\(T Directorate\)](#)**

The Mission of the Training Directorate is to provide up-to-date resources and programs that actively engage all members of the Auxiliary in continuous development, using the latest instructional techniques in-person and online.

The Training Directorate is comprised of the following divisions: Advanced Learning (AUXOP), Advanced Learning Management (MOODLE), Directorate Support Services, Leadership Development Courses, and Training Development.

## **Government and Public Affairs** **[\(A Directorate\)](#)**

The Mission of the Public Affairs Directorate is to engage and communicate with the public and stakeholder groups. It encompasses creative services, public affairs, publications, training, and Web services. The Directorate serves the Auxiliary and Active-Duty Coast Guard by developing and distributing stories, photos, and videos to members, and the public, and it promotes a positive image of the Coast Guard Auxiliary and U.S. Coast Guard. It reaches the right audience, with the right message, using the right communication tools, at the right time. It builds awareness, understanding, credibility, trust, and mutually beneficial relationships with the public, with whom the Auxiliary's success depends.

The Public Affairs Directorate is comprised of the following divisions: Auxiliary Support, Creative Services, Marketing, Publications, Public Relations, History, Training, and Web Services.

## **Human Resources** **[\(H Directorate\)](#)**

The Mission of the Human Resources Directorate is to provide comprehensive, timely, and accurate personnel information to members of the Auxiliary. It supports a strongly engaged effort in both recruiting and retention. The Directorate also emphasizes core values and expected standards to develop highly effective members, ensuring the cultivation of leadership skills and succession management within elected and appointed officers, keeping our membership informed on all aspects of sourcing and the proper wearing of the Auxiliary uniform.

The Human Resources Directorate is comprised of the following divisions: Recruiting & Retention, National Join Us Inquiries, National Staff Support, Uniforms, Auxiliary Food Services, Auxiliary Health Services, Coast Guard Chaplain Support, and Coast Guard Recruiting Support.

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# Performance & Student Programs

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## **Student Programs** **([S Directorate](#))**

The Mission of the Student Programs Directorate is to introduce young adults to Team Coast Guard. Working with the Sea Scouts through the Auxiliary Youth Programs Division and collaborating with undergraduate universities through the Auxiliary University Programs Division, the Directorate provides training, public outreach, and authorized activities that promote recreational boating safety and build lasting relationships that foster an interest and lifelong association with Team Coast Guard.

The Student Programs Directorate is comprised of the following divisions: Auxiliary University Programs, and Youth Programs.

## **Performance Measurement** **([M Directorate](#))**

The Mission of the Performance Measurement Directorate is to measure, analyze and report the U.S. Coast Guard Auxiliary's performance and resource data. Products are designed to help leadership and staff at all echelons, make informed decisions, both tactical and strategic.

The Performance Measurement Directorate is comprised of the following divisions: Data Analysis, Program Management, Program Research, and Technical Support.

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# Information Technology

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## **Computer Software & Systems** **([C Directorate](#))**

The Mission of the Computer Software & Systems Directorate is the design, development, production, and maintenance of underlying technologies, equipment, and solutions essential to advance U.S. Coast Guard Auxiliary duties and missions.

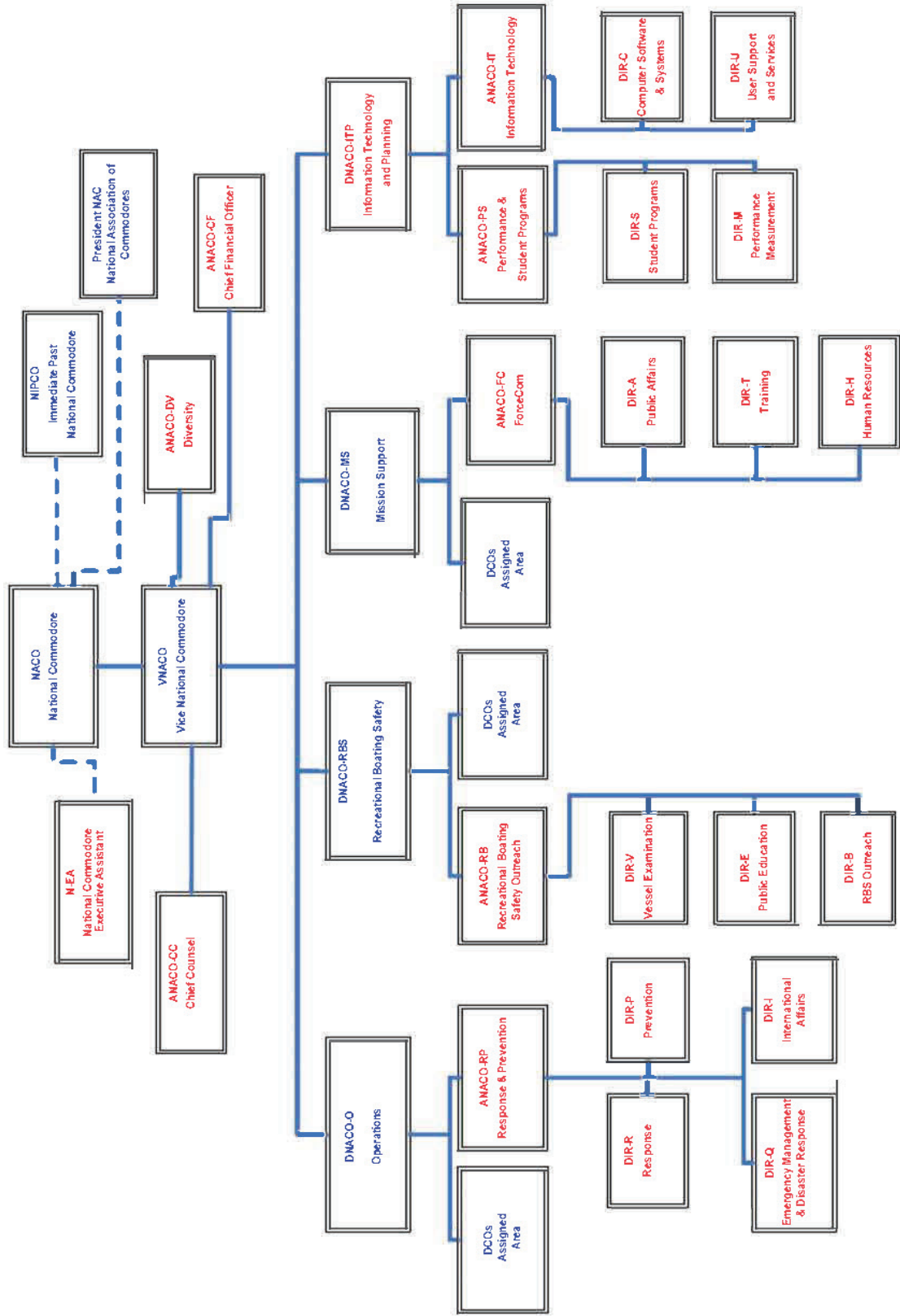
The Computer Software and Systems Directorate is comprised of the following divisions: National Systems Support, Cybersecurity, Software Engineering, IT Operations & Infrastructure, and Project Management.

## **IT User Support & Services** **([U Directorate](#))**

The Mission of the IT User Support and Services Directorate is to deliver support for the technology needs of the U.S. Coast Guard Auxiliary.

The IT User Support and Services Directorate is comprised of the following divisions: AUXDATA II Support, Communications Services Support, Information Services Support, Member Support.

# U.S. Coast Guard Auxiliary Organization Chart



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# Administrative Tasks

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The DIR is responsible for the administration and management of the directorate. In the absence of the DIR, the DIRd takes acting responsibility for Directorate administration and management. In many Directorates, the DIRd is responsible for personnel issues and working with the Division Chiefs. The DIR is responsible to NACO and the membership for the good stewardship of the program. They are also responsible for carrying out tasking specified by and consistent with the National Auxiliary Strategic Plan. The Strategic Plan is the driver for staff activities.

## **Changes in Staff Member Information**

If your home address, phone numbers, or email address changes during your tenure on the National Staff, it is your responsibility to ensure the rest of the Directorate can still reach you quickly. Submit your changes to the person to whom you report and be sure to copy the DIR and DIRd. Some Directorates may have a person designated to manage personnel records. If that is the case in your Directorate, please send your changes to that person, too. You may make changes in [AUXDATA II](#) to your personal information yourself or submit a [7028](#) form to your IS officer.

**Coast Guard  
Auxiliary  
Association, Inc.  
Agreement for  
Copyright  
Ownership**

Before you were appointed to the National Staff, you signed and had notarized (or signed by an active-duty Coast Guard officer) a Coast Guard Auxiliary Association, Inc. Agreement for Copyright Ownership. Specifically, you have:

1. Assigned the rights to all the work you author, co-author, or otherwise create from or related to the execution of your duties on the National Staff to the US Coast Guard Auxiliary or the Coast Guard Auxiliary Association, Inc. In other words, while you serve on the National Staff, the USCG Auxiliary and the Coast Guard Auxiliary Association, Inc. own the physical and intellectual property created as a result of your work in your staff office.
2. Certified that the work you create, author, or co-author because of your work on the National Staff will be original and will not violate other copyright protected material.

The training listed below is recommended, but not required. Each staff member should consult with the person they will report to or their on-boarding officer for the specific training required for their position.

#### All National Staff Officers

Complete the National Staff Officer Orientation Course (NSO) found in MOODLE Coast Guard Auxiliary – Online Classroom ([classroom2.cgaux.org/moodle](https://classroom2.cgaux.org/moodle)) in the T-Training (Including Leadership Development) Leadership Training.

#### ANACO

Complete leadership C-School training up to and including the Auxiliary Senior Officer Course (ASOC)  
Complete the Leadership Competency Certification through Level 5.

#### DIRs

Complete leadership C-School training up to and including the Auxiliary Upper-Level Officer Course (AULOC).  
Complete the Leadership Competency Certification through Level 4.  
Complete the Auxiliary Senior Officer Course (ASOC) and complete Leadership Competency Certification Level 5.

#### DIRds

Complete leadership C-School training up to and including the Auxiliary Mid-Level Officer Course (AMLOC).  
Complete the Leadership Competency Certification through Level 3.  
Complete AUXOP Qualifications.  
Complete the Auxiliary Upper-Level Officer Course (AULOC) and complete Leadership Competency Certification Level 4.

**Records for Your Position** As a new member of the National Staff, you should receive the historical files from your predecessor. If you have not received those files, you should request them from your predecessor or your on-boarding officer. Likewise, when you leave the National Staff, you must provide all your electronic and hard copy files to your successor. Request a position description if you have not received one from your supervisor.

**Recruiting and Hiring New Staff Members** The general framework for bringing new team members on board are as follows:

The DIR and DIRd identify open positions, review the position's description, and request a posting on the National Help Wanted page. Interested applicants submit a brief professional and Auxiliary resume. The DIR and DIRd determine which applicants meet the position requirements, and schedule interviews. The DIR or the DIRd conduct interviews and identify the ideal candidate. The DIR verifies completion of mandatory training and asks the DCO for input on the candidate prior to making the offer to the candidate. The selected candidate completes and submits [Form 7062](#), National Staff Application, and the Coast Guard Auxiliary Association Inc. Agreement for [Copyright Ownership](#) form. The DIR completes the required paperwork.

**Non-travel Related Expenses** Directorate budget estimates are given to the DIRs at the start of the fiscal year. It is unlikely that additional incremental funding will be available through the year. All items shown on the budget estimates, still must be justified *before* funds are expended. To get an expenditure reimbursed:

Discuss the expense you would like to have paid with your DIR and/or DIRd **PRIOR TO** incurring the expense.

Incur the expense within the expense guidelines previously discussed.

Submit for reimbursement to your DIR on [CGAuxA-4](#), Claim for Reimbursement Non-Travel.



Here are a few examples of situations which were fully, partially, or not reimbursed at all:

	<b>Scenario</b>	<b>Resolution</b>
1	A BC was teaching a National Leadership class and needed to purchase flip charts and markers for the class since the host unit would not be able to procure them. The DVC asked the DIR if those expenses could be reimbursed.	The expense was approved and reimbursed.
2	A BC whose job included printing certificates submitted a bill for \$105.10 for ink purchased over the course of the year. The BC had purchased 2 Canon BC-21e Black/Color Ink Cartridges (2/Pack) during the year and had printed 275 certificates. The certificates required only black to print the recipient's name and date..	The DIR did not approve paying for color ink that was not used for work related to the job. The DIR did approve reimbursement for 2 Canon BC-21 Black Ink Cartridges and certificate paper.
3	A BC who was developing a Qualification (PQS) Manual submitted receipts to cover the costs to print drafts of the PQS Manual. The BC requested reimbursement for a case of paper and ink over a 3-month period. There had been no prior conversation about reimbursement for printing drafts and no quantity of supplies utilized was tracked.	The DIR questioned the expense. The DIR decided that, going forward, the BC would be reimbursed \$20 per quarter of out-of-pocket costs to print drafts of the document until the project was finished.

If you have any questions about expense reimbursement, ask the person to whom you report for an explanation.

**Recognition and Awards**

Members of the National Staff should be recognized for the outstanding result of their efforts and hard work beyond the minimum of their position description. While not every project is eligible for an award, the on-going efforts of National Staff members should be recognized and celebrated.

Submission of formal award packages for work completed on the National Staff is handled as outlined in the Auxiliary Manual. It is the responsibility of the DNACO, ANACO, DVC, DIRd, and DIR to identify great performances and prepare required documentation.

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# Communication

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Guidelines for regular and routine communications:

1. Set up regular telephone calls with the person to whom you report.
2. Be sure to return all emails and voice mails within 24 hours even if you need to acknowledge the call or email by saying; "I don't know I'll have an answer for you today. I need to do some research, but I should be able to get back to you in a few days."
3. Directors (DIR) have written reports due to their ANACO and DNACO a minimum of four times a year. Your next higher level will furnish you with report due dates.

## Reports

Your DNACO's Report Due
January-15
April-15
July-15
October-15

You may, of course, be asked for ad hoc reports, sometimes on short notice. Typically, these special requests for information come as a result of inquiries from the senior officers.

Being appointed to the National Staff does not mean that you are National Staff 24/7. When you are at your flotilla meeting, you are a flotilla member, not the National Staff. When you are giving advice to your DCDR, you are doing so as a member of the division.

# Acting and Interacting as a National Staff Team Member

## Tasking

You will most often receive your tasking from the person to whom you report, sometimes augmented by the DIR or DIRd. Task assignments are based on capacity and capability. That means you will be assigned a task based on your availability and expertise.

Sometimes you will be tasked in an area with which you are not familiar and will need to learn the task. This is an opportunity to expand your expertise and become well-rounded. Under these circumstances, you can expect a lot of coaching and direction until you become more comfortable. Tasking may involve the participation of other directorates or entities. The active exchange of information across divisions or directorates may be necessary to develop project plans and complete tasks as assigned.

While working on the National Staff, you may be asked to travel. This travel will require orders or written pre-authorization that you have permission to travel will be covered by insurance, and your expenses will be reimbursed. If you are asked to travel, it may be to one of the two national meetings: The National Convention (NACON), or the National Training Conference (N-TRAIN). Do not expect to receive orders to a national conference unless you have a job to do, or you are attending a National School. Most National Staff members who receive orders to national conferences will be instructing seminars, classes, or workshops. Receiving orders to a national meeting is not a reward; it is typically an assignment that requires planning, preparation, long days, and hard work.

Your orders can come from two different sources. The Coast Guard or the CG Auxiliary Association, Inc.

Source	Forms Required for Reimbursement	
Coast Guard	<a href="#">CG-7032 Auxiliarist DD-1351-2</a>	Federal Direct Deposit for Auxiliarist Travel Voucher or Sub-voucher
CG Auxiliary Association, Inc.	<a href="#">CG AuxA-3</a>	Claim for Reimbursement - Travel

All forms are available on the Auxiliary National Website.

## **Wearing the Badge**

All members currently serving on the National Staff are entitled to wear the National Staff badge (wearing the National Staff badge is optional). This badge designates you as a member of the National Staff. When you leave the National Staff, you are no longer authorized to wear the National Staff badge regardless of how many years you were on the National Staff. Information on how to wear the National Staff badge may be found in Chapter 10 of the Auxiliary Manual.



*The National Staff badge is available in two sizes. The [Auxiliary Manual](#) specifies when to wear which size. The devices are available only by special request from the Auxiliary Center ([AUXCEN](#)) by phone. The item numbers are:*

Part #	Size
50370	Large Device
50371	Small Device

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## **Troubleshooting**

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Everyone hopes that you will find your work on the National Staff to be professionally challenging and rewarding. We also hope that the people you meet and the relationships you develop, particularly in your Chain of Leadership and Communication, are ones that you will find valuable. However, what do you do if you are having trouble as you serve on the National Staff?

Open, honest, and well-intended communication can preserve and enhance, seek to understand, and grow mutual respect.

1. First, can you talk about your issue with the person to whom you report? That person may not be aware of your issue or concern regarding your tasking or how the two of you relate. So, try to explain and give that person a chance to help.
2. If you need additional assistance, speak to your DIR or DIRd. Explain your issue and provide as many examples as possible. If you are having difficulty with someone on the team, your DIR or DIRd will most likely want to speak with that person to get a balanced perspective. Everyone involved wants the same outcome, Satisfied National Staff members who can work together as a team.
3. Finally, you can bring your concerns up the appropriate Chain of Leadership and Management to your ANACO. Expect your ANACO to go through a factfinding process to fully understand the situation, as well, in the hope of finding a resolution to the matter.

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## Email on the National Staff

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In addition to their National Staff functions, many of our members hold additional Auxiliary positions. When sending an email make sure that your signature block reflects your appropriate position for that email.

To request a National Staff email address complete and submit a National Ticket with your name, AUX ID# and National Staff position title.

Detailed information regarding email accounts, procedures and emailing can be found in Appendix D of the current Standard Operating Procedures for the National Board and National Staff ([SOP](#)).

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# Chain of Leadership and Management

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The Auxiliary Chain of Leadership and Management is like the Coast Guard Chain of Command. On the National Staff level that chain can be a bit more complicated than on the flotilla level because often staff members assist outside their own division and even outside their own Directorate. The normal chain would be Branch Assistant=>Branch Chief => Division Chief => Deputy Director => Director => Assistant National Commodore. It is not unusual to work directly at the request of the DIR or the ANACO.

Keeping the chain intact in these cases is sometimes difficult. If working directly for the Director, BCs should keep their DVC in the loop because the DVC must make reports to the DIR regarding the work which the staff is involved in. While many reports will go directly to the requesting person, staff members should always keep their immediate supervisor in the chain of leadership, aware of the nature of the work you are doing in other divisions or directorates. When communicating directly with the active duty, always keep your Chain of Leadership, especially your Director, informed.

The following checklist will help you in your new position as a National Staff Officer.

## On-Boarding Checklist



Have you fully read the Staff Officers Guide?	<input type="checkbox"/>
Have you signed, notarized, and mailed in your ANSC 7063 Form? ( <a href="http://cgaux.org/leadership/documents/National_SOP_2020.pdf">http://cgaux.org/leadership/documents/National_SOP_2020.pdf</a> ) (page 7 Section C paragraph iv)	<input type="checkbox"/>
Have you reviewed all the recommended training requirements suggested for your staff level position?	<input type="checkbox"/>
Have you familiarized yourself with the 2020-2022 Standard Operating Procedures for the National Board and National Staff? ( <a href="http://cgaux.org/leadership/documents/Strategic_Plan.pdf">http://cgaux.org/leadership/documents/Strategic_Plan.pdf</a> )	<input type="checkbox"/>
Have you contacted and introduced yourself to your fellow staff officers in your directorate?	<input type="checkbox"/>
Have you contacted your predecessor and requested copies of historical files for your position?	<input type="checkbox"/>
Have you requested your CGAUXNET email account and set it up on your desktop/laptop? ( <a href="http://cgaux.org/leadership/documents/National_SOP_2020.pdf">http://cgaux.org/leadership/documents/National_SOP_2020.pdf</a> ) (see Appendix D1-7)	<input type="checkbox"/>
Have you completed or submitted the Leadership Competency Levels recommended for your position? <a href="http://wow.uscgaux.info/content.php?unit=AUX60">http://wow.uscgaux.info/content.php?unit=AUX60</a>	<input type="checkbox"/>
Have you thought about a mission/vision statement for your team and planned your goals for the coming year?	<input type="checkbox"/>
Have you ordered your National Staff Badge?	<input type="checkbox"/>

## REFERENCES

1. U.S. Department for Homeland Security, U.S. Coast Guard Auxiliary Manual, COMDTINST M16790.1(series). Washington, DC: Author
2. U.S. Department for Homeland Security, U.S. Coast Guard (2006).Performance Improvement Guide 5th edition, Boston, MA
3. U.S Department for Homeland Security, U.S. Coast Guard Auxiliary Directorate websites: <https://www.cgaux.org/departments/>
4. U.S. Department for Homeland Security, U.S. Coast Guard Auxiliary Standard Operations Procedures Manual (current)  
[http://cgaux.org/leadership/documents/National\\_SOP](http://cgaux.org/leadership/documents/National_SOP)