

# Keeping You Posted

A Quarterly Publication of the Human Resources Directorate



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## Who is Behind That Uniform?

Commodore Harry M. Jacobs, IPDCO, D11SR, DIR-H



Who is behind that uniform? It is the parent who rises early, gets the kids ready for school, puts breakfast on the table, takes care of the pets, drives the kids to school, meets with the PTA at night, then tries to find some quiet time before cleaning the house. It is the physician who is already at the local hospital by 0600, arriving at the medical offices by 1000, seeing a full schedule of patients until 1800, going home to a family that wants all his attention, taking care of the need to keep up to date on medical issues through reading, attending community events, sitting on committees, and then starting all over the next day.

Who is behind that uniform? It is the construction worker, plumber, electrician, satellite installer, and building inspector working to make our lives better through improvements in housing, office buildings, and recreational facilities. It's the bus driver, waitress, cab driver, sanitation worker, nurse, teacher, librarian, and news anchor all working to improve the quality of our lives. It is the airplane pilot, captain of a commercial vessel,

firefighter, police officer, and utility worker working hard to make it convenient and safe for us to move around and have fun doing it.

Who is behind that uniform? It is the minister, rabbi, imam and other spiritual leaders constantly reminding us about our conduct and personal behavior. It is the social worker, salesman, dockworker, baggage handler, custodian, athlete, jeweler, textile worker, pottery maker, housekeeper, waiter, and entertainer all striving to make our lives more enjoyable and pleasant. It is the actor, film producer, film director, cameraman, and sound engineer striving to entertain us and allowing us to escape to the magical world of fantasy or the real world of human existence.

Who is behind that uniform? It is the politician, lobbyist, election worker, public servant, government employee and military leader dedicated to providing all of us with programs and policies designed to maintain an orderly process with the society in which we live. It is the computer repair person, postal worker, manual laborer, truck driver, ambulance driver, and rocket scientist doing their job to improve service to the public.

So, who is behind that uniform? --  
----- You are ----- a dedicated member of the United States Coast Guard Auxiliary who performs a needed

service to the recreation boating public while holding true to the Core Values of the Coast Guard: "Honor, Respect, and Devotion to Duty" still working at a profession, trade, business, or service to make it possible to have the time to donate as a volunteer.

All of you behind the uniform are truly amazing! Thank you.

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## Sometimes We Do Get Big Bonus Checks

Angela Pomaro, DSO-HR, D7

As Auxiliarists, we regard a paycheck as a special “thank you, “great job” or an award. When we get a ‘paycheck’ from somewhere least expected, it becomes a *Big Bonus*. Let me share mine with you.

Last October 17, I had the great honor of being inducted into my high school’s hall of fame for volunteer work in the USCG Auxiliary. There were six inductees: a police commissioner, a councilman, an actor from Hollywood, two famous chefs, and me—a grandmother who volunteers in the United States Coast Guard Auxiliary.

Each inductee needed someone to say a few words and make the introduction. I decided to ask my 14-year-old grandson to make my introduction. I knew he would do fine since he is an outstanding student and very mature for his age.

The evening began with the introduction of the first inductee – the town police commissioner. His son’s introduction was about 20 minutes long with all kinds of accomplishments. So it continued with the councilman. My grandson looked at me as if to say, “What do I say?” Here I was, just his grandmother who moved to Florida and

joined the USCG Auxiliary. What could he say following the accomplishments of a police commissioner and town councilman? Well, here is what he said:

*Good evening. Firstly, I would just like to congratulate all of the other inductees. However, there is one inductee who is very special to me, my grandmother, Mrs. Pomaro. I could not think of anyone else who could possibly be more deserving for this award. She is always working hard as her work is never complete.*

*She is diligent and truly cares for others. I have a lot of respect for her and I am glad that I could be here for her special night. She is a wonderful grandmother to all of her grandchildren. No matter how obnoxious and annoying we may be, she is always willing to take time out of her busy schedule to be with us, which I always appreciate. She always seems to be able to balance being a grandmother and being a member of the United States Coast Guard Auxiliary. I have always been impressed with her volunteer work in the Auxiliary. For all of the hours she spends working, she receives no*

*payment, so all of the services comes out of the goodness of her heart.*

*One of the best memories I have of her experiences in the Coast Guard Auxiliary was that she was able to get us a ride on a Coast Guard boat. All of my grandmother’s experiences have inspired me to, perhaps, join the Auxiliary when I become older.*

*Now, I thank you all for your time and I would like one more time to express how proud I am of my grandmother.*



Sometimes rewards are found in your own backyard.

It’s nice to receive the various ribbons and awards and, especially, get recognized by your peers; but when you get the recognition from someone so young—that’s a bonus paycheck. We, as volunteers, need to look around for those paychecks and be satisfied whether it is just a thank you for submitting a report, or watching someone you mentored being sworn in as an officer or receiving an award.

## Leadership During a Time of Transition

Commodore Robert Smekta, DIR-Hd



Leadership in the Coast Guard Auxiliary can change at every level as Flotilla, Division, District and National offices are filled by newly elected or appointed

members. For the CGAux to continue to succeed in its mission throughout transition, several points should be considered.

New leaders can learn a great deal from the people who formerly held their positions in order to transfer significant organizational knowledge, minimize confusion, and help incoming

officers absorb the special expertise of outgoing leadership. The latter can increase knowledge and confidence and minimize the loss of momentum and accomplishments throughout transition.

When a new leader takes a position, that person can begin by offering CGAux members a tangible, energizing, and highly focused vision of the future for the group, thus engaging members in activities needed to fulfill the vision.

New leaders can present a transitional action plan that will give unit members a view of what to expect.

New leaders can also support “team spirit” with inter-unit training and fellowship as well as individual development, which will further activate interest in CGAux involvement.

New leaders should make every effort to bring people together and empower CGAux members to move forward with clarity, integrity, teamwork, responsibility, and accountability.

Leaders who can challenge, motivate, and empower their teams through change are successful as most change disrupts teamwork.

The coast Guard Auxiliary continues to prove that great volunteer teams are made up of people who have a focused vision, believe in their mission, and empower each other with their initiative and skill development. All are enhanced and guided by engaged and able leadership.



## What is Leadership?

Commodore Steve Ackerman, DVC-HI

How is leadership attained? First, we realize that leadership and management are different concepts. While many use the terms interchangeably, others see their inherent differences. Management plans, finds fault, and gives direction and is based upon a command and control hierarchy. True leadership, on the other hand, is a way of life, a journey one embarks on from an early age; it inspires a new vision. Leadership's core values and disciplines are fostered and nurtured in morals, ethics, integrity, honesty, and character.

Leadership is instilled and developed from an early age. Our parents demonstrate and teach leadership (i.e., values) in the form of words, deeds, and actions delineating right from wrong. They reinforce exemplary qualities such as courage, respect, commitment, and trust to their children. The family unit is inspired to achieve success by working hard, continue to learn, achieve goals, and spring teamwork to the forefront.

Institutions such as scouting, the military, church groups, and academia reinforce and hone leadership values. Cultivating leadership skills at an early

age through volunteer groups, internships, and other experiences enhances confidence and the ability to handle any situation. These organizations all teach us to serve and inspire others to follow, to take action, and to place accomplishment of assigned tasks before individual needs.

The ability to follow instructions, the drive to achieve, and the passion to care are necessary for one to become a leader. Leaders all share the innate traits of intelligence, which enhances their ability to assimilate information, make sound reasoned decisions and solve problems in a logical manner. Leaders embrace hard work involving either physical or mental effort in undertaking any endeavor. Thomas Edison said: "Genius is 1 percent inspiration and 99 percent perspiration. There is no substitute for hard work."

Mostly, leaders are not afraid to fail or embrace change; they find challenge in adversity and find solutions by using different ideas to obtain positive results. They are not afraid to delegate authority or empower others to make decisions. They possess the skill to create an environment where others feel both comfortable and compelled to take

action on their own. While this creates risk, the group feels they have their leader's confidence and trust and are more willing to rise to a higher level of performance.

The United States Coast Guard Academy enhances its training by challenging cadets to become leaders with an integrated curriculum encompassing military, athletic and academic environments. The Academy offers a unique experience unlike any other in the world. Its programs rank amongst the most elite programs in the country. The Academy Introduction Mission (AIM) Summer Program gives each participant a week-long initiation that allows them to experience the rigor, discipline, and rewards of being a USCG Academy Cadet. During AIM week, participants will meet with faculty, staff, and cadets who have sailed aboard the Eagle, flown Coast Guard aircraft, and served aboard Coast Guard vessels as well as professionals who are protecting our nation right now while experiencing life as a cadet.

## Collaboration for Recruiting

Jonathan Raden, DVC-HR



Now that boating season is underway, recruiters should collaborate with ABS instructors, VEs, and MDVs, PA officers, and anyone else who

will be working with the public. It's a good time to have a training session to go over answers to questions members may receive from people interested in joining. This would be a good time to review the following:

- Uniforms
- Dues
- Missions in which the Auxiliary participates

- Training required
- Social aspects of membership
- To whom to refer new members
- Check the HR and PA Directorate websites for media and documents

The Auxiliary is a team. By educating members who interact with the public, we can increase direct and beneficial exposure to prospective new members. Members should be correctly dressed in the appropriate uniform and should be able to answer basic questions about the Auxiliary. This first contact provides their first impression of the Auxiliary. This is why it is essential to have a game plan. Members should have the FSO-HR contact information available to provide to the prospective new

member. It is also good practice to get the prospective new member's contact information and stay in touch. Invite the prospect to a flotilla meeting or social event.

Contact your SO-HR and DSO-HR for ideas that other units are using. Please share what is working and not working with your chain of leadership. Communication is the best way to improve recruiting practices. Thank you to all those individuals who are willing to recruit new members. It is because of your dedication and ingenuity that we continue to bring in diverse high quality new members to the Auxiliary.





## Recruiting and Retention in a Volunteer Workforce

Richard Patrick Hickey, BC-HQA

Our current Strategic Plan addresses the goal of maintaining a 2% compound growth rate and membership of 32,750 by October 2014. The plan goes on to say: "Recruitment should be flexible and reflect the desires of those program areas that show the most need for qualified members. Retention programs need to be formalized so existing members can find continued satisfaction in their areas of interest and provide access to programs as members' interest and abilities change." Understanding the issues for both recruiting and retention is critical in order to reach our goals.

The Bureau of Labor Statistics report, *Volunteering in the United States, 2013* (bls.gov) stated the national volunteerism rate of 25.4% has dropped to its lowest level since 2002. The report further indicates volunteer rates are lowest among 20-24 year olds and highest between 35-45 year olds. Approximately 41% of volunteers became involved after being invited to participate, and about 43 percent affiliated based upon their own initiative.

Research in volunteerism has noted that philanthropy and altruism are leading reasons for the initial affiliation with an organization. It is also noted that these attractions do not necessarily lead

to continued association, and there is a need to find strategies designed to satisfy the self-interest motivations as well.

It was determined that "Poor volunteer management practices result in more lost volunteers than people losing interest because of changing personal or family needs." (United Parcel Service Foundation, 1998)

It is incumbent on our organization to consider both the active recruitment efforts and active retention efforts to maintain and grow our volunteer force.

Integration of new members is the foundational step in retention that begins with mentoring. Creating a correlation between the four cornerstones of the Auxiliary and the personal interests of the new member is crucial.

There have been variant motivation theories, including the Hierarchy of Needs (Maslow, *A Theory of Human Motivation*, 1943) and the Two-Factor Theory (Herzberg, *The Motivation to Work*, 1959). In either case, the basic concept remains: there are individual, variant, factors that motivate people; and they must be identified in order to be fulfilled.

In an article, "The Four Intrinsic Rewards that Drive Employee Engagement" (Thomas, 1999), four target

areas are succinctly identified that influence motivation:

- Choice - Giving volunteers options, responsibility, and ownership for the work they desire
- Competence - An opportunity to meet or exceed personal expectations and satisfaction
- Meaningfulness - A sense that the contribution serves a greater purpose, worthy of their time
- Progress - measurable targets and objectives and recognition of their accomplishments

In summary, we face two challenges meeting the objective of our strategic plan. We must attract volunteers when volunteerism is waning nationally, and we must retain our volunteers through conscious engagement and consideration of their needs.

For further information related to this topic, it is suggested you examine the article "It Ain't Natural - Toward a New (Natural) Resource Conceptualization for Volunteer Management" (Brudney & Meijs, 2009) which can be easily located within the AUXLAMs Participant's Reading Guide, Edition 1 -April 2011.

## Auxiliarist Health Care Providers and the Coast Guard Academy Clinic

Commodore Victor J. Connell MD, DVC-HM



There is a great example of leadership and resourcefulness in the use of Auxiliarist Health Care Providers (HCPs) at the CG Academy (CGA) Clinic in New London, CT.

The CGA Clinic Leaders have the responsibility of providing medical and dental care for hundreds of CG Cadets, and most participate regularly on a very competitive group of athletic teams. This high level of intramural and intercollegiate sports participation sometimes requires specialist consultation and treatment for injuries incurred during strenuous physical activities. In some instances, this may

require the cadet to be referred off campus to see a medical specialist.

In recent years, the CG Academy Clinic Senior Medical Officer and Senior Dental Officer have addressed this by being innovative and creative in recruiting private practice HCPs from the local community into the Auxiliary. These HCPs have special skill sets that relate to the medical or dental needs of CG Cadets. Examples of these skill sets include specialists in sports medicine, concussions or other head injuries, neurology, and podiatry, in addition to the usual basic primary care physician and dentist providers.

In addition, our Auxiliary Health Services National Staff members have been helping to process these potential

new Auxiliarist HCP candidates by helping them negotiate both the Auxiliarist new-membership procedures and the Auxiliarist HCP vetting process, which includes verifying the credentials, experience, and licensing information of the candidates.

The Auxiliarist support to CG Health Care Facilities program is detailed in Commandant Instruction (COMDTINST) 6010.2. This COMDTINST is available through a link on the Auxiliary Health Services web site, which can be found through the Auxiliary Human Resources national web site. The COMDTINST details who is eligible to volunteer in the program, what application materials are necessary, as well as other program specifics.



## Harnessing Social Media for Recruitment and Retention

Andy Winz, BC-HCW

The past decade has seen an increase in the use of the Internet for promoting organizations, personal achievements, news, and other types of correspondence. What was once the domain of newspapers is now a 24/7 cycle of multimedia hosted on Facebook, Twitter, Snapchat, Wordpress, Blogger, and countless others. The Coast Guard Auxiliary has greatly increased our web presence in the past 5 years alone with the use of the WOW II system. How can the organization harness these tools to improve on two of the largest issues in the Auxiliary, recruitment and retention? Look around and almost everyone is plugged into a tablet, smartphone, laptop or computer. The answer lies in social media.

New media is classified as communicating in the digital world. New media encompass social media and websites, music streaming and movie streaming. Recruitment and retention, especially of the younger generations, depends upon catching and retaining their interest. If a flotilla relies solely upon word of mouth, public affairs booths and

community calendars in the newspaper, they are drastically reducing their target audience. Flotilla 53 East Chesapeake, is a sterling example of incorporating new media into their program. The past 2 years have seen an influx of members under the age of 40 join or transfer into the flotilla. Far from being a static website, they update pages with integrated calendars, a blog, links to Facebook and other information important to both members and the public. The FSO-CS should not let their site go stale; the success of their website has prompted the remainder of the Division and Division 5 itself to update their web presence. The flotilla has also maintained a Facebook page for the past several years and has one of the largest followings related to the Auxiliary on Facebook. It is here where meeting announcements, news stories, information, and photos are tagged, posted and shared for all to consume. Facebook alone has resulted in 3 prospective members this year. How does one truly harness social media? Combine and synchronize Twitter, Facebook and a blog with a

website and the FSO-CS can target any audience over the world.

Social media is great at recruitment, but how does it tie into retention? Monthly printed and mailed newsletters can now be distributed online and via email. Up-to-the-minute training calendars under a general flotilla or division email can be shared and synchronized on a member's communication device. Social meetups and functions can be announced via Facebook and Twitter and have member's blog, post and tag photos of the event with other members and the public. If a flotilla is losing crew members, post a photo of the USCGC *Eagle* arriving under full sail during an operations event and see just how many members will be clamoring to become crew certified.

Social media is here to stay. It remains one of the best ways to reach a wide audience and attract the younger generations to the Auxiliary to ensure the growth and survival of our organization for another 75 years and beyond.

### What's New

To view the complete postings go to [http://blogs-it.cgaux.org/member\\_news.php](http://blogs-it.cgaux.org/member_news.php)

### National Help Wanted

To view the complete position postings go to <http://cgaux.org/members/wantads/index.php>



Got a cool idea for an article? Send your ideas- or the whole article to [michell\\_z@yahoo.com](mailto:michell_z@yahoo.com). Short articles are perfect- 150-250 words as a guideline. Please send pictures as well. Suggestions:

- Policy updates
- New member recruitment
- Motivating volunteers
- Integrating PA & other departments in HR.

*If your article isn't put in right away, check out the next issue.*



## Where Do We See Ourselves in Year 2019?

Donald Almeida, ADSO-HR, D1NR

No one can predict the future, yet we can plan ahead in an attempt to successfully meet future challenges based on current conditions and perceived future trends. Our motto *Semper Paratus* says we can, and historically we have.

The question where do we see ourselves in year 2019 is that same old predictable career-planning question many people hear in job interviews; "Where do you see yourself five years from now?" Well, five years from now brings us to 2019.

One of our current conditions is that we are an aging population within our ranks. Many of our members are no longer interviewing for jobs simply because they're retired or are on the threshold of retirement. They were born before and shortly after the establishment of the Auxiliary, and the Auxiliary is now seventy-five years old. Think about it. With so many members who are close to or older than our organization, it does tell us something; which is to say we need to take action. Recruiting action.

Our members have personally enriched their lives participating in the Auxiliary to a point where it's actually become a second or adjunct career within their busy schedules. For those who are retired, they've increased their involvement and personal contributions to a greater level. They've enhanced their experiences and there are stories to be told.

There are so many interesting and out-of-the-ordinary stories, and why not? We are a voluntary sea service with a rich history. However, the greatest story within our organization is probably the best kept secret outside the Auxiliary. The story is the Auxiliary itself.

If every member with a story spoke to a non-member to describe their personal experiences of how they've benefited and contributed and what the Auxiliary means to them, we would double our membership. Of course that's not going to happen-yet it actually could. We need to talk about ourselves to others outside our organization. We need to describe our voluntary investments in time, talent and treasure and the measureable returns on our investments from training, acquiring new skills, increased knowledge and the satisfaction of winning awards as our "paycheck". We need to evangelize the Coast Guard Auxiliary story.

Recruiting is now a priority in the next five years if we are to continue as a viable service to the Coast Guard. This current condition is something we didn't plan. It just happens to be built into our lives and it's called aging. We need to recruit new members now and it needs to be incorporated and prioritized within our personal activities in the Auxiliary.

Although the perceived future trend within our aging ranks is future attrition, it is now a reality and therefore a priority. It's a reality that is ubiquitous and speaks to us and tells us of the need for succession planning through recruiting. In our case, succession planning is not a sophisticated strategic workforce plan in a corporate sense. It's an action plan that touches every individual member in the Auxiliary. Simply put, it's a grassroots individual effort to make recruiting happen in the present.

Employee referral programs in the corporate world exist as a cost-effective vehicle and grass roots effort to enhance a corporation's recruiting program. If an employee refers an individual who is ultimately hired, the employee receives

a commission of perhaps \$1,000 or \$2,000. This saves the corporation thousands of dollars in headhunter's fees. It's a simple win-win for everyone involved. The catch here is finding persons with uncommon and very specific skills who may be scarce in the employment marketplace, especially in high technology.

We in the Auxiliary need only to seek a diverse representation of the population who may be curious about our mission and who just might be interested in our organization. These people are not uncommon and scarce. We'll never know of their interest unless we introduce the Auxiliary to them in conversation. That's all it takes.

How many of you who wear baseball caps representing your former military branch are thanked for your service? You are thanked from our appreciative and patriotic citizens and it happens all the time. Consider purchasing and wearing a civilian style "U.S. Coast Guard Auxiliary" (blue cap with gold lettering) hat and see what happens. This could be your recruiting aid or "RAD" as they say in the Navy Recruiting Command, one of my former "employers". I know there will be positive comments and curiosity questions. It's an introduction to a conversation and an introduction to our story- a story which is the best-kept secret outside of the United States Coast Guard Auxiliary.

Here are a few links you can pass along to a prospective applicant to get them started: They can search here for a unit near their home.

<http://www.cgaux.org/units.php>  
Here's a brief history of the Auxiliary.  
<http://cgaux.org/about.php> They can browse here to see the boating safety education courses we offer  
<http://cgaux.org/boatinged/>