



**Homeland
Security**

**U.S. Coast Guard Auxiliary
District 11 Northern Region**
Serving Northern California, Nevada, Utah



DATE: 1 APR 2022

TO: COMO Dean McFarren
DCOS Curtis Han
DCAPT Bruce Martin
DCAPT Chick Cobery
DCAPT Alan Stanton

CC: DISTRICT 11NR BOARD AND STAFF
Lou Sarto, ADSO-HR, Flotilla 01-04
Mary Stephens, ADSO-HR, Flotilla 01-07

FROM: Jim Losi, DSO-HR

RE: **Human Resources Report - MAR/APR 2022**

HIGHLIGHTS

1. Membership Summary Monthly Reporting
 - i. Mar 2022 YTD Report attached - Figure 1
 - ii. Current D11NR Membership stands at 1,078 as of 31 March 2022.
2. Each week the DCDRs will be receiving qualified prospective new member leads from me. Please follow up on them. The number of qualified leads has been increasing regularly.
3. Completed the final version of the D11NR Exit Interview template. Please see Figure 2.
4. Conducted an HR class on the HR process during the most recent DTRAIN.

Projects

- Communication and implementation of D11 HR Plan
- Communication and implementation of Retention Strategy
- Continued reporting and analysis of 2022 Membership Summary

Future Activities

- Virtual Call with Div SO-HR and FSO-HR members - This will be an ongoing activity scheduled on a periodic basis

Challenges

- Succession planning DSO-HR for support and coverage
- Creating the time necessary to reach District members to inspire and motivate them to recruit new members and retain existing members

Goals and Objectives

- Play a leading role in helping to implement recruitment and retention strategies.
- Help facilitate the recruiting of 100+ new members in 2022
- Elevate the HR District function in the eyes of District members to be considered world class.

Figure 1 - December 2021 D11 NR Month End and Year End Membership Report and Summary/Analysis

D11NR Annual and Monthly Membership Summary															
Division	Name	Fleet/Flotilla Name	Fleet/Flotilla	2019	2020	2021	2022 Membership Inflows and Outflows					2022	2022 vs. 2021	Comments	
				Year End # of Members	Year End # of Members	Year End # of Members	New	Retired or Left	Members Crossed	**The Bar	TEFR	MARCH MEMBERS	R/(W)		% Change
1	San Joaquin Area	Sacramento Flotilla	11-15-01-08	53	51	52	0	1	0	0	0	51	-1	-1.89%	2021 Member Transfer to Another
			11-15-01-07	28	30	48	0	0	0	0	0	28	0	0.00%	
			11-15-01-07	46	47	43	0	-1	0	0	0	41	-1	-2.13%	2021 Member Transfer to Another
			11-15-01-08	35	54	38	0	-1	0	0	0	34	-1	-2.86%	2021 Member Transfer to Another
			Total:	162	179	178	0	-1	0	0	0	159	-5	-3.15%	
3	Boating Thruway Area	Mazatlan Flotilla	11-15-03-01	34	28	29	2	0	0	0	0	31	2	6.90%	New members
			11-15-03-08	20	29	28	0	-2	0	0	0	25	0	0.00%	2021 Member Transfer to Another
			11-15-03-08	45	30	28	0	-1	0	0	0	33	-1	-2.22%	2021 Member Transfer to Another
			11-15-03-10	17	14	18	3	0	0	0	-2	14	1	7.69%	New members
			Total:	134	110	104	5	-3	0	0	-2	106	-2	-1.86%	
4	Smith's Bay Area	San Jose Flotilla	11-15-04-01	14	17	18	0	0	0	0	0	19	0	0.00%	
			11-15-04-08	16	19	19	0	0	0	0	0	19	0	0.00%	
			11-15-04-08	21	21	22	0	0	0	0	0	22	0	0.00%	
			11-15-04-08	19	19	19	1	0	0	0	0	11	1	10.00%	
			Total:	68	64	69	1	-1	0	0	0	69	0	0.00%	
5	Susan's Bay Area	Valajo Flotilla	11-15-05-01	37	39	40	3	0	0	0	0	43	3	7.50%	New members
			11-15-05-08	26	29	30	0	0	0	0	0	29	0	0.00%	
			11-15-05-08	32	29	30	2	0	0	0	0	32	0	0.00%	New members
			11-15-05-08	40	40	37	1	1	0	0	0	39	0	0.00%	2021 Member Transfer to Another
			Total:	134	136	137	6	-1	0	0	0	143	6	4.48%	
6	Oak Coast Area	Montezuma Flotilla	11-15-06-04	57	59	51	3	0	0	0	0	56	0	0.00%	New members
			11-15-06-07	38	32	30	0	0	0	0	0	29	0	0.00%	
			11-15-06-08	30	29	27	7	0	0	0	0	34	7	23.33%	
			Total:	119	117	108	10	0	0	0	0	119	0	0.00%	
			7	Yuba Area	Saw Lake Flotilla	11-15-07-08	36	28	30	1	-3	0	-1	0	28
11-15-07-08	20	17				18	1	0	0	0	0	16	1	6.67%	New members
11-15-07-08	26	25				19	0	1	0	1	0	17	0	0.00%	Transfer to Other Flotilla
11-15-07-08	18	17				23	0	0	0	0	0	23	0	0.00%	
Total:	96	87				88	2	-3	0	0	0	87	-1	-1.04%	
8	North Coast & Area	Humboldt County Flotilla	11-15-08-07	31	17	18	0	0	0	0	0	18	0	0.00%	
			11-15-08-08	27	29	24	0	0	0	0	0	24	0	0.00%	
			11-15-08-11	25	27	25	0	0	0	1	0	25	0	0.00%	
			11-15-08-11	36	33	21	0	1	0	0	0	20	-1	-2.78%	
			Total:	119	108	93	0	-10	-1	0	0	87	-11	-11.85%	
10	San Joaquin Valley Area	Mokelumne Flotilla	11-15-10-08	17	19	18	0	1	0	0	0	17	-1	-6.88%	2021 Member Transfer to Another
			11-15-10-08	23	21	22	0	3	0	0	0	19	-5	-18.75%	2021 Member Transfer to Another
			11-15-10-08	11	10	12	0	0	1	0	0	11	-1	-9.09%	2021 Member Transfer to Another
			11-15-10-08	17	18	18	0	0	0	0	0	18	0	0.00%	
			Total:	58	68	68	0	4	-1	0	0	60	-8	-11.76%	
11	Sierra Area	North Lake Tahoe Flotilla	11-15-11-01	21	28	28	0	0	0	1	0	29	1	4.76%	Transfer to Other Flotilla
			11-15-11-08	31	28	30	1	0	0	1	0	30	0	0.00%	Transfer to Other Flotilla
			Total:	52	56	58	1	0	0	2	0	59	3	5.77%	
			11-15-12-01	36	39	39	3	0	0	0	0	38	0	0.00%	New members
			Total:	136	143	139	4	0	0	0	0	143	7	5.15%	
Grand Total:				1,149	1,182	1,073	32	-28	-2	0	1,078	8	0.68%		

NOTES:
 * As of 11 MAR 2022
 ** 2 members have transferred to other Flotillas
 *** 0 members have Chased the Bar

METRICS:		
Number of Divisions:	10	D11NR
Avg. Number of Members Per Division:	108	10 Divisions
Number of Flotillas:	58	58 Flotillas
Avg. Number of Members Per Flotilla:	68	115-18-01
Flotillas with max. number of members:	68	115-08-08
Flotilla with min. number of members:	11	115-08-08

Prepared By: Bob West, D11NR, DSC SR

Figure 2 - D11NR Exit Interview Template

1. What prompted you to begin thinking about leaving the Auxiliary??

Kick off the exit interview by asking the employee why they're leaving. Do they feel that the Auxiliary isn't the right fit? Their answer can help guide the discussion and spark ideas for follow-up questions.

This question can also help you determine which opportunities, benefits, or perks the Auxiliary could be offering to attract and retain members. For example, if you notice exiting members often say they're leaving because there wasn't enough opportunity for participation, it could be a sign that local leaders aren't properly mentoring or communicating.

2. Do you feel your Flotilla leader gave you what you needed to succeed?

From training and one-on-one meetings and participation development opportunities, leaders have a responsibility to make sure each of their team members have the tools and feedback they need to excel in their role. This is one of the best exit interview questions, as it can reveal if members feel abandoned in any of these areas so it can be addressed with their Flotilla leadership.

3. What did you like best and least about being an Auxiliary member?

This exit interview question will help you identify what might get future prospective members excited about their role, as well as how to set the right expectations for being a member and what is involved with membership in the Auxiliary. For example, if an exiting member says they were unhappy with an inability to get information, you'll want to make sure the next member is comfortable with navigating the many sources of Auxiliary information.

4. Do you think the requirements and demands on you as a member have changed since you became a member?

Change in the Auxiliary is constant and there are always new requirements to maintain overall membership as well as certain qualifications. Sometimes these changes demand a different set of skills than membership initially required and can make current members less enthusiastic about their overall membership. Hearing how things have changed will provide us with critical details to include in the prospective membership conversation to make sure your next member is well-suited for these new demands and changes.

5. Did you feel your achievements were recognized throughout your membership

Recognition is crucial to the member experience. When members know their Auxiliary leadership notices and values their contributions, it improves motivation, fuels further participation, and can decrease membership attrition. If a member doesn't feel their efforts were appreciated, this could be part of the reason they've chosen to leave.

6. What suggestions do you have for the Auxiliary? How could we improve?

From suggestions about leadership style, recognition to how the Flotilla conducts meetings, it's important to consider all types of feedback. While you may not be able to make all proposed changes, knowing what members find important will help you determine how to improve member morale and prevent other members from leaving for similar reasons.

7. Is there anything that would have changed your mind about leaving? "Would you consider staying with the Auxiliary?"

This exit interview question is purposefully direct and can help you get to the crux of why a member has chosen to leave. Often, what would have encouraged a member to stay is also the catalyst behind their reason to move on and is worth examining further. For example, if a member says they probably wouldn't have made the decision to leave if the Auxiliary communicated more, then it might be time to explore new and different ways to communicate to the local membership or have more centralized comms.

8. Would you recommend membership in the Auxiliary to a friend? Why or why not?

Even though they ultimately decided to leave the Auxiliary, former members can be an excellent referral source. In an ideal world, every exiting member would answer "yes" to this question – but the reality is there may be some who are so unhappy with their experience that they would feel uncomfortable referring their contacts. In this case, identify the issues and make corrections as quickly as possible.

9. Did you share any of the concerns we discussed today with your local Flotilla leader or another Flotilla member before deciding to leave?

Asking this exit interview question can reveal whether or not members feel safe and comfortable voicing their concerns and opinions at the Flotilla level. If their answer to this question is "no," it could be a sign that the local Flotilla needs to work on building a culture where members feel confident speaking up and sharing their concerns, without fear of negative reactions.

If their answer is "yes," it may mean that Flotilla leaders (1) aren't taking member feedback seriously or (2) aren't asking for feedback often enough.

10. Follow-up question: Can you give me a specific example?

After your former member has answered any of the above exit interview questions, don't be afraid to ask them to elaborate with more information or specific examples. For instance, if the exiting member mentions that they didn't like their leader, ask them for a specific example so you know exactly what you need to fix. The more specific feedback you can get, the better.