DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

AMC REGULATION
No. 10-1

4 February 1994

Organization and Functions

ORGANIZATION, MISSION AND FUNCTIONS

Local supplementation of this regulation is prohibited unless prior approval is obtained from the proponent.

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1. Purpose. This regulation prescribes the U.S. Army Materiel Command (AMC) concepts, doctrine, policies, procedures and responsibilities for the management of mission assignment, functional alignment, and organizational structure of AMC elements. It delineates responsibility and establishes procedures for documentation or organizations and functions of AM elements, and for analysis and evaluation of the AMC organizational structure and functional alignment, and of proposed changes thereto. (This excludes consolidation, realignment, reduction, and closure (CRRC) actions processed under AR 5-10, "Reduction and Realignment Actions.")

2. Scope. This regulation applies to Headquarters, AMC; AMC major subordinate commands (MSC); AMC program/project/product managers (PM); and separate reporting activities (SRA).

*This regulation supersedes AMC-R 10-1, 7 August 1989.

(Excluded are program executive officers (PEO) and PMs under their functional umbrella.)

3. Definitions. Definition of terms used in this regulation are explained in the Glossary.

4. Responsibilities. a. HQ AMC organizational elements.

(1) The Deputy Chief of Staff for Resource Management (DCSRM) will--

(a) Serve as the principal staff advisor to the HQ AMC Command Group on matters of mission assignment, functional alignment, and organizational structure.

(b) Act with the delegated authority of the Commanding General, AMC, in evaluation and approval of mission assignments and organizational structure of AMC field elements. All changes that require a concept plan, for example, transfer of a mission from one unit to another, establishment, discontinuance or reorganization of an organization at directorate level or equivalent, Army Management of Headquarters Account (AMHA) changes, will be forwarded to HQ AMC, ATTN: AMCRM-O, for review, approval, and further processing to Headquarters, Department of the Army (HQDA), as appropriate.

(c) Conduct organizational and management reviews and studies to assure that sound and effective organizational procedures are being followed.

(d) Assure that manpower requirements and authorizations are consistent with and carry out the approved organizational structure.

(e) Be the proponent for all AMC 10-Series regulations that document mission and function assignments.

(2) Deputy chiefs of staff and separate office chiefs will, within their functional area of responsibility and in coordination with the DCSRM--

(a) Assure that their guidance and directing to field activities under their operational control, and to counterpart elements under their staff direction, are per AMC mission, functions, and organizational policies, as prescribed in this regulation.

(b) Assure that no direction or guidance is given to the field, implied or otherwise, which could result in the need for increased resources, without the specific approval of the Command Group.

(c) Participate in or conduct organizational reviews of counterpart elements of field commands, installations, and activities.

(d) Assure that no mission or function is assigned to field activities under their operational control or to counterpart elements under their staff direction without approval by DCSRM, AMCRM-O.

b. Commanders of AMC MSCs and Commander/Directors/Chiefs of AMC SRCs will--

(1) Assure compliance with applicable portions of this regulation.

(2) Conduct organizational reviews and studies as required to more effectively perform the functions necessary to do the assigned mission.

(3) Develop and submit organizational improvement proposals according to applicable portions of this regulation.

5. Authority to organize. a. Commanders of AMC MSCs, direct reporting PMs and Commanders/Directors/Chiefs of SRAs are authorized to approve and implement change in organization and functional assignments below directorate level or equivalent, as long as functions are not established, deleted, or transferred externally.

b. Concept plans requiring HQ AMC approval must be submitted to the Commander, AMC (ATTN: AMCRM-O) for approval before either provisional or formal implementation. Twelve copies of the proposal are required for staffing.

c. Commanders will promptly carry out and document headquarters-directed changes in their organizations. Directed changes, by definition, do not need approval. Still, all directed changes must be documented to provide manpower and functional audit trails from the old to the new organization and to portray the concept of operation. Documentation requirements are outlined in appendix A.

d. All AMC commanders have a continuing responsibility to review their organization for its efficiency and effectiveness in doing assigned missions. Several management tools exist to help

in these review efforts, such as manpower management surveys and organizational reviews. Such surveys and reviews may require changes to the organization's Table of Distribution and Allowance (TDA). However, the TDA is not the instrument for requesting increases to the total number of manpower requirements or authorizations. Increases to authorizations must be accomplished through the normal resource channels or through an "out-of-cycle" manpower request. In most cases, billpayers must be identified to receive authorizations for a new or increased mission responsibility. Increases to requirements should be submitted according to appropriate HQ AMC guidance from DCS Resource Management. As a guideline, approved requirements should not exceed 10 percent of authorizations. This will preclude unrealistic expectations in management of scarce manpower and funds.

e. Upon receipt of formal AMC approval of an organizational concept plan, commanders will initiate implementation actions and prepare appropriate changes to mission, function, and organizational documentation by revising TDAs and 10-series regulations. Commanders are expected to carry out approved changes using formal and permanent personnel procedures. But, it may be necessary to move operational personnel into the new structure before all associated personnel actions can be completed. In this case, provisional personnel actions involving temporary details of individuals are authorized. All final personnel actions must have been initiated and temporary details formally documented before becoming operational.

6. Assignment of mission and functions. a. New missions, or transfer of existing missions, are normally assigned by directives, letters or messages from Congress, Office of the Secretary of Defense (OSD), and Department of the Army (DA). The missions are normally documented in DA and AMC regulations which are the accepted means for the assignment of a particular mission. New missions cannot be assumed by MSCs/SRAs/PMs without prior approval and direction from higher headquarters. The mission is the justification for an organization's existence. Functions are the principal actions and activities, usually repetitive, that are done to fulfill the mission of an organization. The organization gaining a new mission will initiate the appropriate adjustment to their AMC 10-series regulation and submit all proposed changes to HQ AMC, ATTN: AMCRM-O, for review, coordination, and publication.

b. The transfer of mission or functions from one MSC, SRA, or PM to another requires a formal organizational concept plan.

The gaining activity will submit the proposal as directed in appendix A, to HQ AMC, ATTN: AMCRM-O.

c. Missions and functions are continuing assignments not normally contingent on the availability of resources. Missions and functions should not be confused with assignment of specific weapons systems, supply classes, and unique projects that are construed as work load and that are generally limited by the availability of resources.

7. Organizational reviews. The mission, functions, and organizational alignment of each subordinate command and activity will be reviewed annually by the commander before the submission of TDA for approval. When organizational reviews are made, they are to be directed toward identifying areas in which problems are present that can benefit from subsequent in-depth study. Areas identified as susceptible to further study should then be scheduled for comprehensive in-depth study and resolution of problems. Among the items that should be scrutinized in conducting an organizational review are: levels of supervision, organizational layering, staffing ratios, compliance with DA/AMC direction, new or changed missions and work load that may require corresponding changes in organization, soundness of the overall organizational concept used, and general performance and effectiveness of the organization. See appendix B.

8. Organizational publications. Organizational control publications include regulations setting forth mission and major functions; local regulations covering organization, mission, and functions; and orders announcing changes in the status of AMC units. Instructions and guidance for the preparation, processing, distribution, and use of these publications are as follows:

a. Mission and major functions regulations (10-series) will be prepared and staffed according to appendix C. These set forth the organization, mission, and major functions of a command, PM, or activity.

b. Publication of local organization, mission, and functions will be issued as numbered regulations in the 10-series by each individual activity or command. MSCs are encouraged to cover in a single publication all elements of the command located with the headquarters, plus appropriate field elements. See appendix D for instructions for preparation, processing, distribution, and the use of these publications.

c. Significant changes in the status of an AMC unit or activity require issuance of permanent orders. Such changes and publication requirements are defined in AR 220-5 and AR 310-10. HQ AMC will normally issue permanent orders on appropriate changes of status except those orders dealing with real property. DA orders are required for changes of status of installations. The MSCs and other subordinate elements, as permitted by AR 310- 10, may issue orders to further implement AMC orders to effect reorganizations within their delegated authority or to cover support situations that may require orders. All such orders are to follow AR 310-10.

The proponent of this regulation is the United States Army Materiel Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, HQ AMC, ATTN: AMCRM-O, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

FOR THE COMMANDER:

OFFICIAL:

RAY E. McCOY
Major General, USA
Chief of Staff

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Chief, Printing and Publications
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DISTRIBUTION:
Initial Distr H (45) 1 ea HQ Acty/Staff Ofc
B LEAD (1,800)
AMCIO-I-SP stockroom (50)
AMCRM-CO (15)

APPENDIX A

ORGANIZATIONAL CONCEPT PLANS

1. Who will prepare. MSCs and SRAs will prepare organizational concept plans whenever a proposed realignment/reorganization meets the following criteria:

a. A requirement for increased resources (funds/manpower/equipment). This type of reorganization requires HQDA approval. The concept plan will not provide the authorization necessary for the increased resources, it is only the means to gain approval for the reorganization plan which, in turn, may be contingent on obtaining the resources through proper channels.

b. A reorganization has an impact on AMHA spaces. This requires a concept plan despite the magnitude of the action and requires HQDA approval.

c. Changes that transfer missions/functions from one unit identification code (UIC) organization to another UIC organization.

d. Reorganizations that cross directorate (or equivalent organizational) lines. Organizations that are elements of the directorate, such as divisions, may be reorganized at the discretion of the local commander.

e. Whether the action is self-generated or directed by a higher headquarters, a concept plan must be prepared by the affected organization or if a transfer, the gaining organization. The difference between a concept plan supporting a directed action or a self-generated action is one of degree. A proposal to establish/discontinue or reorganize a unit requires a more detailed plan when approval must be obtained from higher headquarters than to document a directed action. Base Realignment and Closure (BRAC) actions fall within this category.

f. Government Owned Contractor Operated (GOCO) plants are exempt from preparing concept plans.

g. Installation support organizations must meet the criteria of AR 5-3 and are therefore not covered under the criteria of this regulation.

h. Other organizational realignments that are within the prerogative of the local commander may be done immediately and documented in The Army Authorization Document System (TAADS) submissions.

2. Submission procedures. Organizational concept plans will be submitted to the Commander, HQ AMC, ATTN: AMCRM-O. Twelve copies of the plan are required for staffing purposes.

3. Documentation. a. A concept plan is a narrative explanation of proposed changes, stating the purpose, objectives, advantages, and disadvantages. The proposal will include a summary of the policy issues involved in the change and briefly address the mission, staffing, and resource impacts anticipated to occur. Directed actions require the same documentation as other proposed changes. The proposal will be submitted in the following format:

(1) Subject (short descriptive title of the action).

(2) Purpose (reason the action is proposed). If this is a directed action, the narrative should state by whom directed, how directed, and the date directed.

(3) Objectives (what is to be accomplished).

(4) Major capabilities to be increased/decreased (impact on operations).

(5) Major advantages and disadvantages.

(6) Summary of Resource Impacts (funds, manpower, equipment).

(7) Names of major units affected.

(8) Political sensitivities.

(9) Number of civilian to military conversions.

(10) Management decision packages (MDEP)impacted.

(11) How and when the action will be carried out.

(12) Name, office symbol, and Defense Switched Network (DSN) of the point of contact.

b. Each proposal also should be accompanied by--

(1) Hard copy TDA, to include Sections I, II (with Recap), and III if required to clarify the action. It will generally be sufficient to include only those portions of the TDA directly effected by the action.

(2) Tracking Document (Audit Trail). Base document will be the latest approved TDA at the time of proposal preparation.

(a) Military manpower space tracking by paragraph/line number from current approved TDA to proposed TDA.

(b) Senior Executive Service (SES) spaces will be tracked from current approved TDA to proposed TDA by paragraph/line number.

(c) Army Acquisition Corps spaces (military and civilian high grade) from current approved TDA to proposed TDA by paragraph/line number.

(d) Data will be provided in summary format from current to proposed organization for civilian grades GM/GS 15, GM/GS 14, GM/GS 13, GS 9-12, GS 8 and below, WS, WB and for Army Management Structure codes (AMSCO) by six digit category. Reconciliation of differences must be of sufficient detail to fully explain the reason for the disparity. (Example, the number of GM/GS 15's on the old TDA and the number of GM/GS 15's on the proposed TDA. If increased number, provide justification and explanation; if reduced number, provide reason.)

(e) Reconciliation of factors that impact on funds and programs.

(f) Copy of old and new mission and functions with audit trail showing transition of mission and functions from old to new.

(g) Copy of old and new organizational charts.

(3) Exceptions to standard grade authorization (SGA). Narrative justification if required by ARs 611-101, 112, and 201. Previously approved exceptions must be justified.

(4) Narrative justification for additional civilian grades above GS/GM 13 prepared according to applicable regulations.

(5) DA Form 4610-R for equipment to be realigned from one organization to another and for HQDA-controlled items of equipment (AR 71-13).

(6) Detailed list of any resources required to carry out the concept plan for which a demand will be placed on HQDA; e.g., an added number of manpower requirements, increase in military grades, changes in military occupational specialty (MOS), Army skill identifier (ASI), language identification code (LIC), increased equipment [by line item number (LIN)], and additional funds.

c. Approved concept plans must be documented in the TDA during the next management of change (MOC) window following approval.

APPENDIX B

ORGANIZATIONAL STRUCTURE

1. General. The following guidance on organizational structure applies to all AMC activities and to the documentation of AMC elements in 10-series regulations.

2. Organizational levels and standard organizational designations. The following table and subsequent paragraphs serve as guidance for the standardization of organizational levels and designations within all AMC activities.

LEVELS OF MAJOR ACTIVITIES (Major Subordinate Commands, Army Research Laboratory)

First	Commander/Director
Second	Center (When so designated and approved by HQ AMC)
Third	DCS for/Directorate/Center/Office
Fourth	Division/Center/Office
Fifth	Branch/Office
Sixth	Section/Unit (This level will only be used for industrial type activities when necessary)

LEVELS OF OTHER ACTIVITIES (Separate Reporting Activities; Centers, with a separate unit identification code (UIC); Subordinate Activities, with their own UIC, such as depots and arsenals, reporting to Major Activities.)

First	Commander/Director/Chief
Second	Directorate/Center (When so designated and approved by HQ AMC)
Third	Division/Center
Forth	Branch

a. The designation "Center" has become common throughout AMC organizational structures. "Centers" include such organizations as Research, Development, and Engineering (RDE) Centers and Integrated Logistics Support (ILS) Centers. Centers are normally under the direct control of an MSC commander and represent a major element of the MSC. Directorates under the Center would stand as directorates under the MSC if the Center had not been created. Therefore, one of the primary reasons for their existence is to reduce the span of control of the MSC commander by placing a number of organizations under his/her designated representative, the Center commander/director. The term has been expanded

to include lower level echelons when the proponent wishes to stress the primary mission of the organization such as Cataloging Center or Automotive Center.

b. The term "Office" may be used to designate a specialized staff element, a somewhat small staff element or administrative support element at any organizational level.

c. Designations such as activity are not applicable below the second level and are normally restricted to first-level organizations having a separate unit identification code (UIC).

d. Special designations such as Inspector General, Chaplain, or Comptroller are authorized, where applicable.

e. Descriptive terms such as shop, range, or yard may be used as part of the formal designation of an organizational element but should be followed by use of a standard term, e.g., Carpenter Shop Section or Automotive Shops Division.

f. Additional levels such as group, department, or team will not be interposed in the organizational structure.

g. Every reasonable effort will be made to avoid the establishment of formal elements at the branch level or lower. Unless the operation is well established, fairly large, and with highly structured operating procedures, the formal structure should not go below the division level.

h. The use of "flat organizations" that are basically unstructured and rely heavily on the team concept are acceptable as organizations downsize. The use of such an organizational structure should be closely monitored to assure the organization's mission and goals are clearly stated and are capable of attainment based upon the job skills available.

i. Organizational elements established or continued under delegated authority that do not meet established structural criteria are subject to directed dissolution in whole or in part under TDA and organizational post audit procedures.

3. Guidelines for establishing organizational structures.

a. These guidelines supplement the organizational guidance provided in paragraph 7, basic regulation. Deputy Chiefs of Staff for (Functional Area) or Directorates are the major organizational elements at commands and major installations and activities. These organizations may include elements of policy, control, and direction as well as "doing elements."

b. There must be a sound logical alignment and grouping of functions.

c. Capability of current work force and recruitment potential to reach or enhance the required level must be considered.

d. All organizational structures should be supportable by narrative justification if requested by higher headquarters. Special initiatives that bypass normal procedures are not exempt from such justification.

APPENDIX C

AMC REGULATIONS IN THE 10-SERIES - MISSION AND MAJOR FUNCTIONS

1. General. The Deputy Chief of Staff for Resource Management, HQ AMC, is the proponent for AMC regulations in the 10-series. A regulation will be published for each MSC and SRA reporting directly to HQ AMC, except for PMs, the Executive Director for Conventional Ammunition, and other executive agents as may be designated by HQDA.

2. Initiation and revisions. Each 10-series regulation will be initiated or revised under the following circumstances: (1) Upon formal organization of the activity; (2) whenever there has been a significant change in mission or major functions; (3) whenever there is a planned change in the organizational structure as depicted in the regulation; and (4) whenever there has been a significant change in materiel assignments or relationships.

3. Submission and staffing. Proposed AMC 10-series regulations and changes (DA Form 2028) will be submitted to the DCS for Resource Management (AMCRM-O) for staffing and publication. Proposals will contain adequate documentary support for all new or changed missions and functions. The DCSRM will review the regulation, coordinate with other interested staff elements, resolve or obtain resolution of problem areas, and forward for publication.

4. Format and content. The following paragraphs specify the internal sequencing, format, and content of the AMC 10-series regulations. This supplements guidance in applicable 310- series directives. Each subparagraph is a mandatory element of the regulation except as shown. (Quotation marks show mandatory wording in a particular element of the regulation.)

a. Main title. "Organization and Functions."

b. Subtitle. "Mission and Major Functions of the (enter the official designation of command or activity)."

c. Table of contents. Include all subdivisions, e.g., numbered paragraphs, sections, chapters, and appendixes.

d. Purpose. Enter the statement, "This regulation sets forth the mission and major functions of (enter the official designation of command or activity), and prescribes relationships with higher and collateral headquarters."

e. Definitions. Include definitions for only those specialized terms not generally known and understood throughout AMC.

f. Mission. Include a brief statement of the organization's basic purpose and objectives. The mission constitutes the fundamental basis for the existence of an organization. The mission statement will be broad and brief with details to be covered in functional statements. The mission statement will not be used to specify materiel assignments. Instead, there will be a separate materiel assignments paragraph, when applicable. The command or operation of assigned installations, activities, and facilities will be included as a mission. Mission statements should normally not exceed one paragraph.

g. Major functions. List the principal functions required to do the mission. Each statement will begin with an action verb. Statements will briefly describe major functions without reliance on specialized jargon. Activities and programs will be briefly described rather than implied through reference to all or part of a directive or a named program. Do not include temporary or one-time tasks, common administrative functions, and references to individual reports, files, and forms. Verbs such as "monitors," "participates," "assists," and "reviews" do not suggest major functions and should be avoided.

h. Relationships. Use this paragraph in discussing the various relationships inherent in doing assigned missions. The paragraph should have three distinct paragraphs as follows:

(1) Command relationships - Discuss the command and operational control relationships between superior and subordinate activities.

(2) Staff relationships - Describe staff supervisory relationships.

(3) Support relationships - Describe major support and host tenant relationships. Major collateral relation- ships should be briefly summarized in the 10-series regulation for the activity exercising the central control, management or support.

i. Materiel assignments. This paragraph is required for each 10-series regulation covering a command or other activity with materiel, commodity group, or Federal supply class responsibilities based on missions and functions. The 10-series regulations are not the appropriate vehicle for making specific materiel assignments, but will be used to set forth broad materiel responsibilities. These responsibilities will be expressed in such terms as "tactical vehicles," "propellant-activated devices" or "common electronic components"; and not in terms of specific Federal supply classes or named weapon systems or families. For materiel items such as tanks and tactical vehicles, where there is a major division of component responsibilities between commands, the 10-series regulation will show major component responsibilities. Whenever the stated functions apply to various materiel in a significantly different way, these differences will be shown. Information on materiel assignments may be reflected in separate narrative paragraphs.

APPENDIX D

LOCAL ORGANIZATION'S MISSION AND FUNCTIONS REGULATIONS AND CHARTS

1. General. Commands and activities will prepare, publish, and maintain current regulations prescribing local organizations, missions, and functions according to the following instructions. Such regulations are required for all TDA units, except that for convenience, a command or activity may include sections covering subordinate or attached activities in the basic regulation. Basic regulation will not include mission and/or functional statements of other activities/units with their own UIC when command or operational control is not assigned. MSC headquarters regulations will include charts depicting the command relationship of all field activities reporting directly to the headquarters and also will include summary mission and function statements and materiel assignments for such activities.

2. Format and contents. The organizational publication will consist of a table of contents and parts and chapters as shown below.

a. Part I--General (Introduction). This part will include brief statements of the purpose of the publication and instructions regarding the processing of changes thereto and will include the organizational chart for the activity or command.

b. Part II--Internal organization. This part will be divided into chapters for each organizational element that reports directly to the commander.

(1) Each chapter will begin with a structural chart of the organizational element. If, for example, the element is a directorate, the chart will show the structure down to division or branch level. A general mission statement for the directorate will follow the structural chart.

(2) The chapter will then treat each division level element in turn:

(a) The chart for each division will illustrate the organization down to section level. Division level charts will be followed by mission and function statements. Mission statements will not be provided below division level.

(b) Each branch chart will illustrate the organization down to the lowest organizational level. Branch charts will be followed by functional statements.

(3) Functional statements will be provided for every organizational element or for groups of elements with common functions. These statements will--

(a) Identify only those recurring responsibilities essential to the accomplishment of the mission. (Do not list personnel responsibilities of the chief.)

(b) Employ only meaningful action verbs to describe "what" these responsibilities are rather than "how" or "why" they are performed.

(c) Avoid unnecessary explanatory, illustrative, or descriptive phrasing and procedural or job description detail.

(d) Use common functional statements for parallel organizations that perform identical functions relative to different commodities, end items, or programs. Wherever feasible, such elements should be given a brief designation that distinguishes their major areas of emphasis from that of other elements.

(e) Functional statements for organizations with subordinate elements will summarize the functions of the entire organization, and will not focus on relationships with the subordinate elements.

(f) Separate functional statements may be included for an "Office of the Chief" to cover functions not delegated to subordinate levels.

(g) Normal administrative responsibilities, established common tasks and "other duties as required" such as maintenance of laboratory notebooks or attendance at professional meetings, will not be included in the functional statements.

c. Part III - Miscellaneous subjects. This part may include chapters for each of the following subjects:

(1) History. A concise statement of authorization for establishment of the organization and its mission, and information about its historical development. The statement may include a chronological listing of authorative publications (regulations, orders, circulars, letters, or messages) that significantly affected the mission, organization, designation, or delegation of authority.

(2) Glossary of terms. A listing of terms and definitions may be included.

(3) Concept of operation. The regulation is a convenient place to include a somewhat brief statement on various policies that explain the basic concept of operation.

(4) Common functions and tasks. Include functions and tasks generally applicable to organizational elements or supervisors at particular levels in the organization. The intent of this chapter is to eliminate repetitive detail from the main body of the regulation and to provide a convenient source of generally applicable statements of responsibilities and tasks for position classification and other purposes.

(5) Internal boards, committees, and councils. This chapter covers all boards, committees, and councils, such as the safety council or the program-budget advisory committee. Responsibility statements will be included for each such group with a clear indication of the position to which the group reports and an identification of the organizational unit that provides administrative support.

3. Organizational charts. a. The command or activity chart will depict the organizational structure of the command or activity through the third level of authority as delineated in appendix B. Each block on the second level will contain the title of the element and the titles of its major subdivisions. Commands with many subordinate activities may include separate charts to display the structure of field activities and the headquarters.

b. Charts will be prepared to give an appearance of symmetry in arrangement; but, accuracy and clarity will not be sacrificed for symmetry.

c. The name of the command or activity will be more prominently displayed than the other parts of the chart title. The organizational title will be centered across the top of the chart and will contain the following:

(1) United States Army Materiel Command (required only on the command chart).

(2) Name of command or activity.

d. The widths and depths of boxes will depend upon the space available. Box widths for organizational elements on the same level of authority will be equal and will be shown on the chart on the same level, unless limitations of space make this impossible.

e. Lines connecting boxes are used to show command, staff, and other relationships between organizational elements. Solid lines show command authority of direct supervision. Broken lines, dots, or dashes may be used to show other relationships. A legend in the lower left corner of each chart will be used to explain the meaning of dotted or broken lines and furnish other explanatory notes as required.

f. The commander's personal staff is not an organizational entity. When show on the command chart, it will be enclosed by dashes or dots.

g. The authentication block at the lower right corner of each installation or activity chart will contain the following information:

(1) Approved by (signature of/for the commander).

(2) Date of local approval.

(3) Name of the organizational element that prepared the chart.

(4) Date of the chart being superseded.

h. Unofficial organizational charts published by commands and activities are to be submitted as addendum to the local 10-series regulation. Additionally, two copies of charts will be forwarded, each time they are updated, to the address noted in paragraph six.

4. Changes and revision. Each organizational publication change will be transmitted by a transmittal page that will specify the pages to be inserted and removed, or changed by pen and ink. Pen and ink changes will be kept to an absolute minimum. Each change will be briefly described. Example: "This change transfers materials handling equipment (MHE) maintenance functions from the Transportation Division to the equipment Maintenance Division." A complete new edition will be issued whenever the cumulative percentage of changed pages exceeds 25 percent.

5. Printing. Regulations will be printed head-to-head on 8 1/2 by 11-inch paper, and punched for insertion in standard three-ring binders.

6. Distribution. These regulations will be widely distributed within the issuing activity and every reasonable effort will be made to distribute copies to subordinate, high, and lateral activities that have regular dealings with the issuing activity. Each MSC and separate activity will forward two copies of its organizational publication, and changes thereto, to the Commander, AMC, ATTN: AMCRM-O.

GLOSSARY OF TERMS

Administrative control. The direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organization.

Command. The authority that a commander lawfully exercises over subordinates by virtue of assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling an organization or unit for the accomplishment of assigned missions; an organization or unit under the command of one individual.

Command group has the Commander, Deputy Commanders or civilian Deputies, and Chief of Staff.

Directorate or second level elements are those whose chiefs report directly to the Commander or other members of the command group of the installation, activity, or TDA unit. The term also includes the personal staff and special assistants when such positions are established for full-time incumbency or as primary duty assignments.

Operational control. Represents a degree of command authority delegated to a commander/director/staff office as announced formally by the ranking commander. Designation authorizes the assignment of tasks, the designation of objectives and the directive authority necessary to do the unit's mission.

Post audits consist of reviews of field approved changes to organizational structure and functional alignment for compliance with applicable policy and direction to include emphasis on personnel savings and economy on operations as well as improved operational effectiveness.

Provisional organizations are those placed in effect with personnel actions generally being accomplished on a detail basis than by normal assignment and competitive placement procedures. However, commanders should thoroughly plan for and implement reorganizations by normal personnel procedures

without recourse to provisional actions. Permanent personnel actions cannot be taken for a provisional organization. Provisional organizations must be approved by higher headquarters before being placed in effect.

Staff supervision. The internal process of advising other staff officers and individuals subordinate to the commander of the commander's plans and policies, interpreting those plans and policies, helping such subordinates in carrying them out, determining the extent to which they are followed, e.g., relationship of a commander over his/her staff, or a director over his/her division chiefs, and similar relationships.

Technical control. Represents a degree of command authority delegated to a subordinate commander/director/staff office chief to provide specialized or professional commandwide guidance and authoritative direction in technical matters regarding a specific mission or functional area, e.g., Deputy Chief of Staff for Procurement over the procurement area, or the Deputy Chief of Staff for Resource Management over the financial area.