



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5400.14A
Op-09B2E
20 May 1982

SECNAV INSTRUCTION 5400.14A

From: Secretary of the Navy

Subj: Assignment and distribution of authority and responsibility for the administration of shore activities of the Department of the Navy, and coordination of naval personnel located ashore

Ref: (a) U. S. Navy Regulations, 1973

1. Purpose. To provide for assignment and distribution of authority and responsibility for the administration of shore activities of the Department of the Navy and the coordination of all naval personnel located ashore.
2. Cancellation. SECNAVINSTS 5400.14 and 5450.14B.
3. Definition. For the purposes of this instruction, the term "shore activity" means an activity of the "Shore Establishment," distinguished from activities of the "Operating Forces of the Navy" and the "Navy Department," as these terms are defined in article 0104 of reference (a).
4. Authority. The Secretary of the Navy retains the authority to approve the establishment or disestablishment of all shore activities. The Secretary will approve the missions of shore activities and assign responsibility for command and support to the Chief of Naval Operations, the Commandant of the Marine Corps, the Chief of Naval Research, the Judge Advocate General, or the Deputy Comptroller of the Navy, or assign responsibility for supervision and support to one of the Staff Assistants to the Secretary. The Secretary of the Navy hereby assigns responsibility for area coordination to the Chief of Naval Operations for all shore activities and all persons in the naval service located ashore.
5. Command of Shore Activities. Command is the authority to direct, control and coordinate shore activities in order to carry out the assigned missions of shore activities, and to assure effective performance and operating efficiency, and appropriate use of resources. Command includes the authority and responsibility for mission planning, facilities planning, workload planning, and inspection. In addition, command includes responsibility for appropriate coordination and application of material and technical support, as well as other

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elements of support. For the purpose of this instruction, the assignment of supervision to Staff Assistants by the Secretary of the Navy over assigned shore activities encompasses the same degree of authority and responsibility as command.

6. Primary Support. Primary support as used herein is the responsibility for providing or assuring the provision of resources (funds, manpower, facilities, and material) to a shore activity of the Navy or Marine Corps to enable it to carry out its mission. Primary support complements the authority and responsibility assigned to command. Primary support includes administrative, personnel and material support, and guidance and assistance in such matters as organization, procedures, budgeting, accounting, staffing, and the utilization of personnel, funds, material, and facilities. Support includes the responsibility to assist command in evaluating the operating effectiveness of shore activities. Although a single official will be charged with the primary support responsibility for each shore activity, as appropriate, and on a case-by-case basis, elements of material and other support may flow from other organizations not charged with primary support responsibility. Information concerning such other elements of support shall be maintained by the official charged with primary support, to assure availability of total information concerning the support provided a shore activity.

7. Assignment of Command and Support. Generally, responsibility for command and support for shore activities will be assigned to the same commander or official. However, on a case-by-case basis, primary support responsibilities, as well as specific elements of support, may be assigned to a commander or official who is not assigned command. Such an assignment of primary support responsibility will be made after consideration of all factors which would contribute to the most effective use of resources and technical competence available, and to effective execution of mission responsibilities, and which will provide the best correlation between operational considerations, workload, and the nature of the support to be provided.

8. Delegation of Command or Supervision Authority and Support. The commanders or officials assigned command and primary support by the Secretary of the Navy may delegate command or supervision, as well as primary support, of shore activities to other commanders or officials in their chain of command or supervision.

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9. Command Support of Marine Corps Shore Activities Not in the Chain of Command of the Commandant of the Marine Corps. The authority retained by the Commandant of the Marine Corps in the case of Marine Corps shore activities or Marine Corps activities primarily staffed with Marine Corp personnel not assigned to the command of the Commandant of the Marine Corps includes:

a. Administrative authority to determine internal organization and to assure proper standards of morale and discipline, and to prescribe other procedures of Marine Corps personnel administration. This administrative authority does not include functional use of assigned Marine Corp personnel.

b. Authority to assure proper training and a high degree of efficiency and readiness.

c. Authority for the establishment of training requirements.

d. Authority for the management and funding of Marine Corps nonappropriated fund activities.

e. Inspection authority to assure a high standard of overall performance, but does not include mission performance, which is a responsibility of the commander to which assigned.

f. Authority for budgeting, accounting, and general administration of Marine Corps appropriations.

10. Area Coordination. Area coordination represents the responsibilities assigned to the Chief of Naval Operations in article 0304.3 of reference (a). Area coordination is the authority and responsibility to initiate appropriate action, based on a horizontal overview of shore activities and all naval personnel located ashore on a geographic or naval complex basis, to assure that adequate support is provided to the Operating Forces of the Navy, to shore activities, and to personnel of the naval service, and that this support represents an effective, efficient, economical, integrated, and coordinated effort.

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a. Nature of Area Coordination. Within a designated geographic area, the effective overall administration of the naval shore establishment requires both functional (vertical) direction and lateral (horizontal) coordination. Vertical direction--the exercise of command--is continuous. Horizontal coordination is consumer-oriented and exists to complement command in the aggregate to ensure, at the point where support services are provided, that support is complete, adequate and in balance to meet user requirements.

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b. Scope of Area Coordination. Area coordination is applicable to all shore activities and all persons in the naval service located ashore. It embraces the total range of shore activity missions, functions, and tasks and the support requirements of the fleet, shore activities and naval personnel ashore. Area coordination includes the authority and responsibility to initiate cooperative or corrective action, on an area-wide basis, through the appropriate chains of command, to ensure a coordinated shore establishment for providing effective support to the fleet, to shore activities, and to naval personnel ashore.

c. Designation of Commanders to Exercise Area Coordination. The Chief of Naval Operations may designate commanders to exercise area coordination, subject to the provisions of paragraph 11 relating to shore activities in the chain of command of the Commandant of the Marine Corps. Designated area coordinators will typically be senior officials within an area or complex of naval activities whose presence, interest and influence can resolve problems requiring cooperative action in a timely fashion.

d. Area Coordination Relationships with Command. The exercise of area coordination authority and responsibility may be of direct interest to commanders of shore activities. In this regard, area coordinators shall coordinate their area coordination action with commanders of shore activities, as appropriate.

e. Representation. Commanders designated by the Chief of Naval Operations as area coordinators will, in addition, represent and act for the Secretary of the Navy, the Chief of Naval Operations, and, with the specific concurrence of the Chief of Naval Operations, will represent and act for other officials of the Department of the Navy on such other individual matters as may be assigned. When acting in such capacity, authority shall be commensurate with assigned responsibility.

f. Reporting for Area Coordination. The commanding officer or head of each shore activity shall report additionally and be responsible to the assigned area coordinator in matters pertaining to area coordination including, within available resources, the implementation of area coordination tasks assigned by the area coordinator.

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11. Area Coordination of Marine Corps Activities in the Chain of Command of the Commandant of the Marine Corps

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a. The actions of area coordinators with regard to Marine Corps shore activities in the chain of command of the Commandant of the Marine Corps shall generally include the initiation of appropriate action in cases where complexes of activities, which include Marine Corps activities in the chain of command of the Commandant of the Marine Corps, can be improved, including consolidation of common service when practicable.

b. Area coordination relationships between Marine Corps commanders of supporting establishments and Marine Corps district directors and officials designated as area coordinators are the same as described in paragraph 10 of this instruction, with the following exceptions:

(1) In those cases where the Commandant of the Marine Corps has assigned tasks and functions to an intermediate regional commander, commanders of Marine Corps supporting establishments shall be guided by the regional commander's policies and instructions. However, the commanders of Marine Corps supporting establishments shall furnish such assistance as can be made available, from resources not required in the execution of their primary missions, upon request of the area coordinator.

(2) Elements of a Fleet Marine Force or Marine Corps supporting establishment temporarily or permanently stationed within the boundaries of a Navy shore activity shall conform to those regulations of the area coordinator, or commanding officer or officer in charge of the shore activity, which pertain to police, fire protection, security, safety, naval communications, and sanitation.

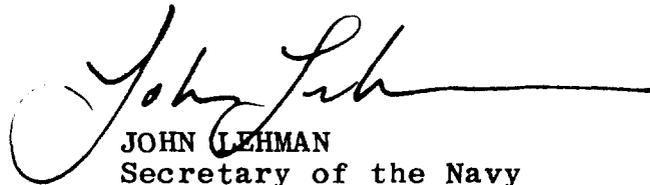
(3) Operating Forces of the Marine Corps not assigned to the Operating Forces of the Navy or to a unified or specified command are under the command of the Commandant of the Marine Corps, or a subordinate designated by the Commandant. Unless specifically instructed to the contrary, these units shall have the same relationships with an area coordinator as are specified for Marine Corps supporting establishments.

12. Material and Technical Support. Material and technical support are the specialized services, guidance, and assistance provided by commands, bureaus, and offices in implementation of their assigned responsibilities for material support or professional guidance and assistance in technical matters.

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Material support responsibilities include such matters as the research, design, development, test, acquisition, procurement, contracting, production, construction, manufacture, fitting out, supply, maintenance, repair, overhaul, and modification of naval material. Technical support responsibilities include professional advice, guidance and assistance on such matters as the handling and upkeep of equipment and systems, human resource management, supply management, recreational activity management, and facilities maintenance management; the establishment of standards and procedures for specialized technical functions; and the review and evaluation of the service rendered. Material and technical support shall be provided directly to shore activities, keeping commanders in the chain of command informed, as appropriate, or through the appropriate echelons of command when readiness may be affected or operational or significant management considerations are involved.

13. Naval Service-Wide Systems. All commanders charged with command, support, or area coordination shall discharge their responsibilities with due regard for naval service-wide systems. Examples are: the Naval Telecommunications System, the Navy and Marine Corps Supply Systems, the Manpower and Personnel Management Information System, the Naval Investigative Service, and the Naval Security Group.



JOHN LEHMAN
Secretary of the Navy

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