



U.S. Department
of Transportation
Maritime
Administration

MANUAL OF ORDERS

MARITIME ADMINISTRATIVE ORDER

REVOKES
MAO 100-1 dtd
06/24/75

NO.
100-1

EFFECTIVE DATE
June 8, 2004

SUBJECT

REGION DIRECTORS

Section 1. Decentralization Principles:

1.01 The guiding principle of the Maritime Administration concerning the functions and authorities of Region Directors is optimum decentralization.

1.02 In the Maritime Administration, the Associate Administrators and Office Directors are responsible to the Maritime Administrator and the Deputy Maritime Administrator for the development of policies and programs appropriate to their assignments. When such policies and programs are applicable to field activities, Associate Administrators and Office Directors serve as representatives of the Maritime Administrator and Deputy Maritime Administrator to Region Directors. The Associate Administrators and Office Directors shall promulgate policies, standard procedures, and directives of a technical nature applicable to the field in accordance with subsection 4.01 below. In conjunction with Region Directors, Associate Administrators and Office Directors shall obtain and equitably allocate resources, review and evaluate program accomplishments and will be responsible for remedial actions where deficiencies are identified. Associate Administrators and Office Directors shall not violate the delegated authorities and responsibilities of Region Directors as set forth in subsection 1.03 below.

1.03 Region Directors are responsible to the Maritime Administrator and the Deputy Maritime Administrator. Region Directors are counterparts of the Deputy Maritime Administrator in their respective regions. In this capacity, they are responsible for the regional personnel management program accomplishments, administration, and field delivery of all agency programs to stakeholders in their respective Regions, consistent with policies, standard procedures, and directives of a technical nature in accordance with subsection 1.02 above.

1.04 Headquarters and Region senior officials are expected to provide executive leadership and management (including day-to-day issue resolution) as part of their basic responsibilities. On rare occasion, when unable to resolve issues of significant magnitude or impact, senior officials will refer operating problems to the Maritime Administrator or the Deputy Maritime Administrator. Such referrals should occur only as good judgment dictates and as may be necessary to resolve a serious difference of opinion. To make decentralization work well requires teamwork, good judgment, and cooperation between Washington officials and Region Directors, and compliance with the spirit as well as the wording of this order.

Section 2. Organization:

2.01 Department of Transportation Order 1100.69A describes the field organization of the Maritime Administration, consisting of a North Atlantic Region, South Atlantic Region, Great Lakes Region, Central Region, and Western Region, and shows the geographic areas of responsibility of each Region.

2.02 The North Atlantic, South Atlantic, Great Lakes, Central, and Western Regions shall each be under the direction and supervision of a Region Director, who shall report to the Maritime Administrator and the Deputy Maritime Administrator.

2.03 Each Region Director shall designate an official to function as the Acting Region Director in his/her absence or preoccupation.

2.04 The organization structure for each Region shall be developed by each Region Director in accordance with the needs of his/her assigned programs, and to the extent feasible shall be uniform as between the several Regions and the Washington organization. Each Region organizational structure, including a brief description of functions to be assigned to each component, shall be submitted for the approval of the Associate Administrator for Administration, and shall be issued as appendices to the Maritime Administrative Orders referred to in subsection 2.05.

2.05 Each Region Director shall develop Maritime Administrative Orders setting forth the functions of the several organizational components of that Region, and outlining the responsibilities of subordinate officials. Such orders shall be prepared in accordance with the provisions of Maritime Administrative Order 200-1.

Section 3. Functions:

3.01 Each Region Director is hereby assigned the responsibility for all activities in his/her Region directly related to the programs and functions described in Maritime Administrative Orders, including subsequent issuances, outlining the organization and functions of the Associate Administrators, Offices, and other major components of the Maritime Administration, except the U.S. Merchant Marine Academy. In addition, the Region Directors shall perform the functions assigned to them in other Maritime Administrative Orders, which prescribe policies, procedures, and responsibilities on specific subjects. Under these responsibilities, the Region Directors shall develop and execute the field programs in each functional area in accordance with subsection 1.03 above and the authorities delegated in Maritime Administrative Orders 100-2 and 720-250; and other orders on specific subjects, and shall establish region policies, prescribe the manner in which the program is to be accomplished, provide direction, and inspect and review the program for accomplishment.

3.02 In accordance with subsection 1.01 above, the Region Directors shall be assigned the functions (along with commensurate resources) of program execution, routine program administration, contract administration, and field delivery of all agency programs, to the maximum extent possible.

3.03 At the inception of any new agency programs, tasks or initiatives, cognizant Associate Administrators shall consult with Region Directors and provide them a reasonable opportunity to assess the feasibility of Regions accomplishing program execution, routine program administration, and field delivery. At the inception of any new regional tasks or initiatives, the cognizant Region Director shall consult with appropriate Associate Administrators to assure compatibility of efforts. Region Directors shall be similarly consulted before any changes in current assignments of program functions between Washington Offices and Regions.

Section 4. Procedural Requirements:

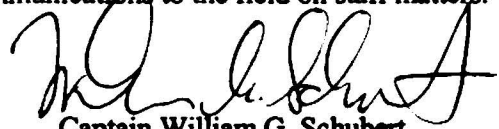
4.01 Region Directors shall have the opportunity to review and comment on all proposed orders, procedural manuals or other directives affecting field operations, to be issued by Washington in accordance with Maritime Administrative Order 200-1.

4.02 Region Directors shall submit to the Office of Management Services, copies of all orders, procedural manuals or other directives issued by the Regions. The Office of Management Services shall submit these orders to the Washington officials concerned so that they will have the opportunity to review and comment on any matters which would concern, affect, or be of interest to them.

4.03 All appropriate Washington Offices shall furnish the Region Directors with all information necessary to keep them advised of program objectives, determinations and the office's interaction with stakeholders within their Regions. Washington offices shall promptly advise Region Directors of any pending issues, requests, correspondence, and meetings with stakeholders within their Regions. Similarly, the Region Directors shall furnish comments and recommendations in these same areas to the appropriate Washington office.

4.04 All correspondence on policy and program determinations originating outside the region shall be addressed to Region Directors; copies of correspondence, instructions, reports, etc., on all other matters addressed to any member of their staff shall also be directed to the Region Directors.

4.05 Region Directors shall forward to the appropriate staff official in Washington (budget, personnel, management, etc.), copies of communications from region officials to Washington operating officials on staff matters and vice versa. Similarly, Washington operating and staff officials shall mutually exchange copies of their communications to the field on staff matters.



Captain William G. Schubert
Maritime Administrator