

from B. While this right of appeal exists, it should usually be the exception because of the special expertise of B in interpreting the application of policy in regard to his function and the fact that this policy has been approved by X. B, in this case, has a line management relationship with D and is, therefore, responsible for all the activities carried out by D.

Staff Relationship (Advisory)

C is a staff officer in this organization; he is advisory and may provide advice or recommendations to any of the incumbents of positions shown including X and Y in regard to his assigned responsibilities, and depending on his terms of reference. B could also have a staff relationship to X and/or Y with regard to his specialty and could also exercise functional authority with respect to Y if such authority were delegated through A to B by X. Conversely, Y could be delegated functional authority, with respect to his special areas of responsibility, over E, F and G, or alternately have a staff relationship and provide advice or make recommendations to E, F and G.

Summary

The degree to which functional authority relationships are necessary in the Department inevitably results in a very complex authority structure. Thus, the clear and precise definition of line, functional and staff relationships, both in principle and in practice, while always very important is of particular importance in such a complex structure.

It is also important to note that the organization chart indicates where line relationships exist but does not indicate the degree of responsibility and authority. The organization chart often does not indicate functional relationships and provides only the suggestion that staff relationships exist. Thus the chart normally provides