

Five, a bare majority may constitute a pseudo-ultimate authority on many occasions when it is not warranted. Likewise, executives may excessively supervise their staff. Therefore, we use the concepts of Appeal and Petition to ensure that every minority and every worker who does a job has an authority and a status commensurate with the responsibility involved.

To sum up: Let us always be sure that there is an abundance of final or ultimate authority to correct or to reorganize; but let us be equally sure that all of our trusted servants have a clearly defined and adequate authority to do their daily work and to discharge their clear responsibilities.

All of this is fully implied in Al-Anon's Tradition Two. Here we see the "group conscience" as the *ultimate* authority and the "trusted servant" as the *delegated* authority. One cannot function without the other. We well know that only by means of careful definitions and mutual respect can we constantly maintain a harmonious working balance.

Concept Eleven

The World Service Office is composed of selected committees, executives, and staff members.

While the Trustees hold final responsibility for Al-Anon's world service administration, they should always have the assistance of the best possible committees, executives, staff, and consultants. This means careful consideration of these committees, the personal qualifications of their members, the manner of their induction into service, the way in which they relate to each other, and the special rights and duties of our executives, staff, and consultants.

The long-range success of our World Service Office (WSO) will rest not only on the capabilities of the Trustees but also upon the competent leadership and harmonious association of those committee members, service directors, executives, and staff members who actively carry on Al-Anon's world services. Their quality and dedication, or their lack of these characteristics, will make or break our structure of service. Our dependence on them will always be great.

Staff members are in direct contact with Al-Anon worldwide through correspondence and/or travel. Their performance is constantly on view by visitors to the WSO. They perform most of the routine tasks

and carry on most of our services. They often develop and implement new plans and policies. Because this group is the visible image of world service, most Al-Anon members evaluate our service by what they see and feel in them. These staff members not only *support* the world leadership of the Trustees, they *share* world leadership with them.

With the approval of the Board of Trustees, its Chairperson annually appoints committee Chairpersons. The committee Chairpersons, in consultation with staff liaisons, select the At-Large or advisory members who are then approved by the Board. The Chairperson of the Board and the Executive Director are ex officio members of each committee. *Staff members are represented on each committee. Conference Delegates also serve on a number of these committees.*

Selected Committees:

- Admissions/Handbook**
- Alateen Advisory
- Archives Advisory**
- Conference Leadership Team (formerly Conference**)
- Conference Committee on Trustees (CCT)
- Finance*
- Forum Editorial Advisory
- Group Services**
- International Coordination
- Literature
- Nominating*
- Outreach to Professionals Advisory**
- Policy*
- Public Outreach
- Regional Committee on Trustees (RCT)
- Regional Service Seminar**

None of these service committees are executive in character. They do not manage or conduct the active affairs of the service departments.

The Admissions/Handbook** is a subcommittee of the Conference Committee**. The Conference Committee on Trustees and the Regional Committee on Trustees are subcommittees of the Nominating Committee. Advisory committees and subcommittees make recommendations to their parent committees. Other com-

**Committees having permanent status, sometimes referred to as standing committees.*

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mittees make recommendations to the Executive Committee or to the Board of Trustees. From time to time, ad hoc committees and/or task forces may be established to fulfill a specific, limited purpose. Ad hoc committees and task forces report to the entity that appointed them.

Policy Committee: This is perhaps the most important of all the World Service Office (WSO) committees. It can exercise authority over issues or projects that involve Al-Anon policy, public relations, or the Traditions, as these may arise in other WSO committees. It is empowered to consider any issues or projects submitted by an Al-Anon member, or to reconsider a decision already made if any part of the fellowship dissents.

The Policy Committee makes recommendations to the Board of Trustees, and also reports minority views. In an emergency, when immediate action is necessary, its decision is binding so far as that particular incident is concerned. But this decision does not necessarily become part of the overall policy, unless approved by the Board of Trustees and the World Service Conference. [See Appendix for A.A.'s General Policy Committee.]

The Policy Committee is composed of a Chairperson, all members of the Board of Trustees, members of the Executive Committee, and the Conference members of the WSO administrative staff. It meets quarterly in advance of the Trustees' meeting.

Finance Committee: The primary function of this Committee is to see that our World Service Office (WSO) operation remains financially sound, always aligning the use of our money with the spiritual principles of our program.

This Committee conservatively estimates each year's income. It develops plans for increasing our revenues and keeps a watchful eye on expenditures. It scrutinizes the annual budgets of estimated income and expense submitted by the WSO, and makes revisions when necessary. The Committee also sets literature pricing in a way that adequately supports the needs of the service structure.

This Committee may be compelled to risk temporary deficits. However, uncontrolled spending could result in the collapse of vital services. On the other hand, fearful hoarding could result in the severe curtailment of such services. Both should be guarded against with great care.

When appropriate, the Finance Committee recommends that the Board of Trustees set aside sums in the Reserve Fund (Warranty One) with the assurance of the immediate availability of those funds.

This Committee is composed of a Chairperson (Treasurer of the Board of Trustees), the Chairperson of the Board of Trustees, the Chairperson of the Executive Committee, the Executive Director, and a volunteer member of either the Board of Trustees or the Executive Committee. This volunteer member is appointed by the Chairperson of the Board and approved by the Trustees each year at the Annual Meeting. The Director of Business Services is an ex officio member of the Committee.

Nominating Committee: This Committee aids the Trustees in discharging their prime obligation to see that all vacancies within the Board of Trustees or its Executive Committees are filled with those of the greatest possible competence, stability, and industry.

This Committee makes recommendations that will determine, to a large extent, the continuous success of our services.

In making its recommendations for Trustee at Large and Regional Trustee candidates, the Nominating Committee evaluates and reviews the written input of each member of the Conference Committee on Trustees and the Regional Committee on Trustees as part of its careful deliberation.

The Nominating Committee refuses to accept casual recommendations in its selection of candidates for Trustee at Large, Regional Trustee, and AtLarge members of the Executive Committees (see also Concept Eight).

Conference Committee on Trustees: In 1984, the Conference Committee on Trustees (CCT) was formed. The CCT, a subcommittee of the Board's Nominating Committee, is composed of World Service Conference Delegates and elects its own Chairperson annually.

The members of the CCT independently review and evaluate résumés submitted for Trustee At-Large and résumés for At-Large members of the Executive Committee for Real Property Management. A compilation of their reviews is provided to the Nominating Committee to assist it in the selection of candidates to be presented to the Board.

Regional Committee on Trustees: The process for the election of Regional Trustees, accepted by the 2010 WSC, includes the formation of a Regional Committee on Trustees (RCT) for each of those Regions nominating a Regional Trustee in that year. The RCT is a subcommittee of the Board's Nominating Committee, and is composed of all World Service Delegates from that Region plus additional Delegate(s) from outside the Region. Each RCT elects its own Chairperson.

The members of each RCT independently review and evaluate résumés submitted by Areas, within that Region, for candidates for Regional Trustee. A compilation of their reviews is provided to the Nominating Committee.

International Coordination Committee: In 1978, the International Coordination Committee (ICC) was formed as an avenue of communication to support the international growth and to perpetuate worldwide unity of Al-Anon and Alateen.

The ICC is an advisory committee to the Board of Trustees. The Committee coordinates the International Al-Anon General Services Meeting (IAGSM) and reviews the activities of the World Service Office (WSO) as they relate to those individuals, groups, and service arms outside the Areas served by the World Service Conference (WSC) Structure. It also considers firsttime requests for permission to reprint Conference Approved Literature (CAL) outside the WSC Structure.

The ICC provides guidance to groups worldwide as they endeavor to form General Service Office structures within their own countries.

Conference Leadership Team (Conference): The Conference Leadership Team has the responsibility to prepare a World Service Conference agenda that facilitates the active voice and effective group conscience of our fellowship.

To foster communication regarding the work of the Conference, *Conference Summaries* are available to all members.

Admissions/Handbook Committee:** The Admissions/Handbook Committee** is a subcommittee of the Conference Committee**. The Committee reviews and recommends requests for seating nonvoting participants at the World Service Conference (WSC). It determines if an Area meets the criteria for seating at the WSC, and reviews requests for an Area name change. It makes recommendations for changes in the “World Service Handbook” section of the *Al-Anon/Alateen Service Manual*.

Archives Advisory Committee:** This Committee is concerned with preserving and organizing historical Al Anon/Alateen material. It recommends to the Executive Committee current preservation and archival record management techniques to further the ongoing maintenance of those materials. It also acts in an advisory

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capacity to the World Service Office (WSO) in making the archives available to the staff, volunteers, membership, and researchers.

Forum Editorial Advisory Committee: This Committee selects sharings suitable for publication, and through a process of review and assessment, recommends to the editorial staff articles for inclusion in various sections of the magazine. The Committee critiques previous issues. In reporting to the Executive Committee, it suggests reader surveys, reviews proposed survey text, and considers the results.

Group Services Committee:** In 1996, this Committee was created to respond to the needs expressed by our fellowship as a whole. The Delegate Committee members bring the shared experience of their Areas so that the Committee can offer recommendations to the World Service Office (WSO) on how to best serve the membership.

Alateen Advisory Committee: The Alateen Committee was restructured as an advisory committee to the Group Services Committee**. This Committee identifies and articulates the needs of teenage members of the fellowship to assure that Alateen interests are considered in Group Services Committee decisions and activities. This Committee is composed of members of both Al-Anon and Alateen.

The Literature Committee: This Committee is responsible for all Conference Approved Literature (CAL) and its mission is to see that every aspect of the Al-Anon program of recovery is presented in comprehensive written material for our members, friends, and the world at large. The Committee suggests creation of material to meet new needs or changing conditions, and is charged with the revision of existing books and pamphlets.

Our literature is a principal means for facilitating Al-Anon's growth, unity, and service. The influence of the many thousand books and pamphlets distributed each year is incalculable. For these reasons, Al-Anon's policy is to produce only highquality literature.

Public Outreach Committee: This Committee is the umbrella under which we try to reach families and friends of alcoholics and professionals who work with them, through a variety of media and communication vehicles.

The Committee assists in the development of educational tools for our members to use with a variety of outside audiences to inform them of what Al-Anon/Alateen is and how it can be an effective resource for families and friends of alcoholics, and attract new members to our fellowship without compromising our Traditions.

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Outreach to Professionals Advisory Committee:** The Cooperating with the Professional Community (CPC) Committee was restructured as an advisory committee to the Public Outreach Committee. The work of outreach to facilities and institutions was also delegated to this Committee.

This Committee follows Bill W's suggestion of being friendly with our friends, the professionals. The broad objective of the Committee is to make Al-Anon/Alateen's purpose better known to professionals at a national level.

The Committee works to improve cooperation between Al-Anon and the professional community, institutions, and organizations at a national level by providing information about who we are, what we are, where we are, and how we can cooperate with them.

Regional Service Seminar Committee:** This Committee shares ideas from Region to Region and recommends ways to make the Regional Service Seminars more effective.

Executives

Any active service, to function well, must be managed by a competent Executive. It must always be directed by *one person*, supported by such staff as needed. This function must be delegated to an individual with ample freedom and authority to do the job without interference, so long as the work is done well.

Good executives possess a special combination of abilities, one of which is the ability to lead by example, thus securing willing cooperation. If that cooperation is lacking, action must be readily taken without favor or partiality. An executive is often the one who takes the initiative in planning. When making new plans and putting them into operation, consultation must be held with those whose experience and wisdom are actually or officially required.

A good executive knows when to ask for specific definitions and directions and when to make decisions. This choice is structurally guaranteed by Concept Three (Right of Decision). If there is an error in judgment or if authority is exceeded, the decision can be reviewed.

Staff Members

Certain key people at the World Service Office (WSO) must be Al-Anon members. Some of these key paid personnel have a vote on our Committees and Corporate Boards. It is not a requirement

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that clerical staff be Al-Anon members. It is important that all be treated fairly. As in the management of any business, the prime consideration is getting the job done well.

At our World Service Office we treat our paid workers in all respects as we do our volunteers. Our employees are part of the team. The fact that our employees receive a salary from the WSO should never, consciously or unconsciously, be used as a lever against them. To do so would be neither good spiritual practice nor good business. When we can afford it, every employee should be compensated in relation to those offering similar services and abilities in comparable notforprofit organizations.

No organizational structure can fully guarantee the WSO against the possible damage done by clashing personalities. If, however, our paid staff cannot or will not do their jobs, we can and should let them go.

By our sustained willingness to practice spiritual principles in all our affairs, we can realize these ideals.

Concept Twelve

The spiritual foundation for Al-Anon's world services is contained in the General Warranties of the Conference, Article 12 of the Charter.

In order that the Conference shall never become the seat of perilous wealth or power, the General Warranties of the Conference read: "In all its proceedings the World Service Conference of Al-Anon shall observe the spirit of the Traditions":

1. that only sufficient operating funds, including an ample reserve, be its prudent financial principle;
2. that no Conference member shall be placed in unqualified authority over other members;
3. that all decisions be reached by discussion, vote and, whenever possible, by unanimity;
4. that no Conference action ever be personally punitive or an incitement to public controversy;
5. that though the Conference serves Al-Anon, it shall never perform any act of government, and that, like the fellowship of Al-Anon Family Groups which it serves, it shall always remain democratic in thought and action.