

## TWELVE CONCEPTS OF SERVICE

1. The final responsibility and the ultimate authority for the CPA World Services should always reside in the collective conscience of our whole Fellowship.
2. The CPA groups delegate complete administrative and operational authority to their World Service Conference and its service arms.
3. As a traditional means of creating and maintaining a clearly defined working relationship among the groups, the World Service Conference, the Service Board of Trustees and its service corporation, staffs, and committees, and of thus ensuring their effective leadership, it is hereby suggested we endow each of these elements of World Service with a traditional "Right of Decision."
4. The "Right of Participation" ensures equality of opportunity for all in the decision-making process. Participation is the key to harmony.
5. Throughout our structure, a traditional "Right of Appeal" ought to prevail, so that minority opinion will be heard and personal grievances will receive careful consideration.
6. The World Service Conference recognizes the chief initiative and active responsibility in most world service matters can be exercised by the trustee members of the Conference acting as the Trustee Board.
7. The Trustees have legal rights while the rights of the Conference are traditional.
8. The Trustees are the principal planners and administrators of overall policy and finance. The Service Board of Trustees delegates full authority for routine management to its executive committees.
9. Good personal leadership at all service levels is a necessity. In the field of world service, the Service Board of Trustees assumes the primary leadership.
10. Every service responsibility should be matched by an equal service authority, with the scope of such authority well defined.

11. The General Service Virtual Office is composed of the Executive Director, selected committees, and staff members.
12. The Conference shall observe the spirit of CPA tradition, taking care that it never becomes the seat of perilous wealth or power; that sufficient operating funds and reserves be its prudent financial principle; that it place none of its members in a position of unqualified authority over others; that it reach all important decisions by discussion, vote, and whenever possible, substantial unanimity; that its actions never be personally punitive nor an incitement to public controversy; that it never perform authoritative acts of government; that, like the Fellowship it serves, it will always remain democratic in thought and action.

### **General Warranties of the Conferences**

- Warranty One: “that it never becomes the seat of perilous wealth or power”
- Warranty Two: “that sufficient operating funds and reserves be its prudent financial principle”
- Warranty Three: “that it place none of its members in a position of unqualified authority over others”
- Warranty Four: “that it reach all important decisions by discussion, vote, and whenever possible, substantial unanimity”
- Warranty Five: “that its actions never be personally punitive nor an incitement to public controversy”
- Warranty Six: “that it never perform authoritative acts of government; that, like the Fellowship it serves, it will always remain democratic in thought and action”