

Chronic Pain Anonymous Service Handbook



*“... a fellowship for those with
chronic pain and chronic illness.”*

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Introduction

Chronic Pain Anonymous (CPA) is a fellowship of individuals who live with chronic pain and chronic illness. Supported and organized by its members, it operates independently of outside funding and is not affiliated with any religious, political, or healthcare group. It is a program of spiritual recovery. CPA is a fellowship based on unity of purpose and is focused on bringing the message of recovery to those who live with chronic pain and chronic illness. The growth of CPA depends on how well we serve the fellowship, and this Handbook is a guide to that process. Many of these procedures are based on what has been effective in other Twelve Step fellowships.

The CPA Service Handbook explains how CPA is held together, how it is structured, and how each member who is elected or appointed to a responsibility can best function. The Handbook includes the Twelve Concepts of Service and the World Service Conference (WSC) Charter. This Handbook is for every member of the fellowship.

CPA service structure flow begins with our groups. The headquarters of CPA is the General Service Virtual Office (GSVO). Intergroups are service arms for CPA groups that join together, either in a geographic area or virtual platform. They are responsible to the groups they serve.

The aim of our services is to bring the message of recovery to all who want it. Some of the service responsibilities can be filled by special workers—such as bookkeepers, editors, and graphic designers—who are paid according to their professional standards.

The Chronic Pain Anonymous Service Board (CPASB) was granted tax-exempt status in November 2012. It is a non-profit organization under section 501(c)(3) in the US. Contributions to CPASB qualify as a charitable deduction.

According to Tradition Seven, we do not accept contributions of money, goods, or services from outside the CPA membership. Traditions Eight and Nine define the role of service as providing service and not exercising any form of governance. Committees and boards have no authority to impose rules or regulations on CPA groups or individual members. Although Tradition Nine provides that CPA, as such, not be organized, it does suggest an orderly structure and logical procedures that will make it possible for CPA to carry its message with maximum effectiveness.

The CPA Service Handbook is approved by a vote at the WSC, and all updates and revisions are approved at the WSC.

Glossary

Anonymity: In settings where there are no media involved (such as speaking to community groups or meeting with healthcare professionals), members are free to use their full names if they are comfortable doing so. Tradition Eleven guides involvement with the public. Anonymity in the media guards the fellowship and prevents individual members from receiving public recognition. When speaking or writing as a CPA member in any form of the press, radio, TV, Internet, or any other form of public media, members should use their first name and last initial only or use a pseudonym. On any website accessible to the public, no identifying information is posted that identifies someone as a CPA member. We can choose within the fellowship to include full names. Each member has the right to decide.

When working with professionals, CPA members are more credible when they give their full name and contact information. In outreach with professionals, anonymity is not required. However, it is important to inform professionals of the importance of anonymity.

Apprentice: Many service positions in the fellowship have an apprentice—a person who will take over the role next. This person is slowly introduced to the tasks and duties of the position. In this way, they have time to gain the knowledge and experience from the current service provider and will be confident and feel fully prepared when they take on the position. The apprentice is also available to support the person in the lead service role. In this way, continuity is maintained for the group.

Conference Approved Literature (CAL): This process ensures literature is authorized by the World Service Conference (WSC). CPA members write, review, and edit the material. All published materials are the sole property of the CPA Service Board on behalf of the CPA fellowship. To keep focus and encourage unity, only CAL is displayed, distributed, and used at CPA meetings. Individuals may use whatever they find helpful for their own recovery, but CPA does not recommend using outside materials in the meetings. Only CAL provides a unified message of the CPA primary purpose to members and professionals.

General Advisory Council (GAC): The GAC meets monthly and is delegated by the Service Board of Trustees to make administrative decisions required in the interim of the Service Board meetings. Group Representatives (GR) and GSVO staff are encouraged to participate in the meetings.

General Service Virtual Office (GSVO): The GSVO manages literature sales, meeting registrations, literature publication, book sales, and public

outreach. It is the clearinghouse that provides services to the fellowship and spreads CPA's message worldwide. The Service Board of Trustees delegates daily administrative functions to the GSVO.

Group: Any two or three people gathered together for recovery can call themselves a CPA group, as stated in Tradition Three. The group is guided by the principles set forth in the Twelve Traditions. The sole purpose is to provide mutual help to anyone who has chronic pain and chronic illness. Each group is autonomous. Neither the GSVO, the GAC, the Intergroups, the Service Board of Trustees, nor any other service arm has the authority to close a group or engage in any punitive actions if they disapprove of the manner in which the group practices the CPA program.

Group Conscience: A group conscience is the process we use to make our decisions. It is the collective viewpoint of the group membership and thus represents substantial agreement on issues involving the group. The group conscience is used for decision-making at all CPA business meetings whether at the group, Intergroup, committee, task force, or World Service Conference level.

Group Representative (GR): This is the major line of communication between the individual group and the GAC. Each CPA group elects a GR to represent them. This allows a continuous chain of communication in the fellowship. A group without a GR denies its members a voice and causes a break in the link of communication. The GR attends the GAC meetings and should have an understanding of the Twelve Traditions and how they work. The GR brings their group's viewpoint to any situation concerning CPA and informs their group of any decisions.

Home Group: A member selects one group that they will regularly attend and where they may participate in service work and vote on WSC items. Each group may determine its own guidelines for participation in voting as a home group member and what qualifies as a home group conscience.

Intergroup: These service arms foster community among meetings by combining an area of resource, such as online or telephone meetings, or a geographic area, such as a state, or a set of related Intergroups. The Intergroup Representative (IR) is selected by each group to represent it at the Intergroup meetings.

Legacies: Recovery, Unity and Service: The Three Legacies of CPA are Recovery, found in the Twelve Steps; Unity, found in the Twelve Traditions; and Service, found in the Twelve Concepts. By practicing the three legacies, we reap all the benefits of the CPA program of recovery.

Public Outreach: According to Tradition Eleven, public relations is based on attraction, not promotion. We are promoting if we make promises or guarantees, give personal advice, or suggest in any way that we are experts as CPA members. CPA attracts new members by telling people why we are, what we are, what we do, and how they can contact us. We let others know we are available when help is needed, and we attract others by sharing what our lives were like before CPA, how CPA helped us, and what our lives are like today.

In cooperating with others, we broaden our scope and can reach more people who are in need. Personal anonymity is always maintained. We carry the message by speaking at community events, sharing our literature, participating in health fairs, placing ads in public places, and talking with healthcare professionals. To carry the message of hope, we share our story with professionals such as doctors, nurses, members of the clergy, therapists, and other care providers. In this way, the public will have ready access to information about CPA.

A group or an individual may pay for an ad in the media to make the community aware of CPA. The Service Board of Trustees retains the right to approve the content of any message before public placement in the media.

Service Board of Trustees: The Board meets monthly and is the legal entity responsible for the administration of CPA funds and services. Its service arm is the GSVO. It is composed of five to fifteen volunteers, a minimum of three from the fellowship and two from outside the fellowship. There is always at least one more member than non-member.

The Board is the guardian of the Twelve Traditions and Twelve Concepts of Service. In managing the affairs of the corporation, the Board is authorized to maintain policies of the GSVO, control property and finances, make long-range plans, authorize expenditures, appoint committees, take actions to carry out the purpose of the fellowship, and approve the agenda for the WSC.

The Board is nominated by the fellowship and then approved and elected by Trustee members. Officers include President, Secretary, and Treasurer. A three-year term of service is suggested. The Board is composed of qualified members with an emphasis placed on strong leadership, cooperative relationships, and professional skills valuable for the strength of the fellowship.

Task Force: This is a temporary group formed for a specific task. It convenes for an identified purpose and ends when the objectives are completed.

Warranties: The Warranties are CPA's Bill of Rights. They ensure a prudent and responsible balance of power. The Warranties give the WSC guidelines to prevent problems of money, property, power, or prestige from diverting us from our primary spiritual aim. They ensure that the WSC limits its own power in the spirit of the Twelve Traditions and operates with humility. CPA has guiding principles, not rules; these principles represent a healthy balance for each of us to practice in our daily affairs.

World Service Conference (WSC): The WSC is the annual meeting of the Service Board of Trustees, the GAC officers, GSVO staff, and elected Delegates from the CPA meetings and Intergroups. The WSC is where the active voice of the members is heard. This permanent body expresses the group conscience of the CPA members. WSC unites and enables the fellowship to act as a whole upon important matters. It is the voice of CPA.

The Service Board of Trustees, the GAC, and the GSVO are service arms of the WSC and a part of the whole fellowship. All policy decision matters are made by the WSC, which represents the CPA membership but does not rule or govern the fellowship. Any actions proposed by the Service Board of Trustees or the GAC are presented to the WSC for discussion and approval.

World Service Conference (WSC) Charter: The Charter is a body of principles and relationships through which CPA can function as a whole. The provisions are traditional, not legal, because the WSC is not incorporated. The Charter is an informal agreement between the GSVO and all CPA groups, and it guards CPA services, the Twelve Traditions, and the Twelve Concepts. The WSC is a service body, not a government. No changes are made in the Traditions, Steps, or Concepts of Service without consent of three-quarters of the representatives attending the WSC.

The WSC is made up of the Service Board of Trustees, the General Advisory Council officers, GSVO staff, and a designated Delegate from each meeting and Intergroup. The WSC acts for CPA in the continuation and preservation of its services. Delegates are free to vote as their conscience dictates and not necessarily as their group has instructed. A two-thirds vote of the WSC is binding upon the Trustees.

WSC Delegate: Every CPA meeting selects a Delegate to attend the annual WSC. A Delegate facilitates communication between the group and the WSC.

While Delegates are selected by a specific group, each one serves the CPA fellowship as a whole. The Delegate's job is a spiritual one as they perform their duties guided by a Higher Power.

Twelve Concepts of Service

The Twelve Steps guide our personal recovery. The Twelve Traditions steer our groups. The Twelve Concepts direct our service bodies through a process in which the groups choose how to delegate authority for development and maintenance of services on behalf of CPA as a whole. The essence of the Concepts is based on the spiritual foundation of the CPA fellowship.

The Concepts are not “the law.” Rather, they are guiding principles that stabilize our fellowship. They delineate the customs, relationships, traditions, and legal arrangements to maintain harmony among the groups, the Board of Trustees, the General Advisory Council (GAC), and the General Service Virtual Office (GSVO).

CPA CONCEPT ONE

The final responsibility and the ultimate authority for the CPA World Services should always reside in the collective conscience of our whole Fellowship.

Description

For our primary purpose, the CPA groups have joined together to create a structure that develops, coordinates, and maintains services on behalf of CPA.

The message of recovery is carried through our meetings. However, we need to coordinate the operations of the fellowship by providing leadership, literature, and outreach. Concept One provides guidance in serving each other in our business matters. We create a service flow that supports our fellowship so the groups can achieve their primary purpose: to carry the message of recovery.

Concept One tells us how to apply the spiritual principles of the program within the working relationships of our service structure flow and guides our decision-making process. Leaders exist to serve the fellowship. A Higher Power guides the group conscience in the groups, and this group conscience is the ultimate authority.

This Concept clarifies roles and responsibilities; it shows when responsibility is—and when it is not—ours to take. Our success and serenity depend upon our ability to take responsibility for what is ours and let go of the rest.

The CPA Service Board of Trustees is responsible for managing the affairs of the corporation. The Board is authorized to maintain policies of the GSVO, control property and finances, make long-range plans, authorize expenditures, appoint committees, take measures to carry out the primary purpose of the fellowship, and approve the agenda for the World Service Conference (WSC). The GAC is responsible for making administrative decisions required in the interim of the Service Board meetings.

We participate by becoming informed. An informed group conscience is essential. Together, the informed groups share the responsibility for the survival of CPA. They contribute their experience, strength, and hope, as well as time, effort, and money. Each CPA group has a Group Representative (GR) who links them to the GAC. They all come together and are connected through the WSC.

There are two types of authority and responsibility: ultimate and delegated. The other Concepts further explain this principle.

CPA CONCEPT TWO

The CPA groups delegate complete administrative and operational authority to their World Service Conference and its service arms.

Concept One establishes the “final responsibility and ultimate authority” of the CPA groups. But, in actual practice, how are we to manage CPA’s service affairs? By delegation, Concept Two declares.

We open ourselves to listen to others. We gain trust by delegating responsibilities within the service structure flow of CPA. We allow others to exercise their initiatives and skills. Delegation is a win-win for us as individuals and for CPA as a whole.

In the group, service authority is delegated to the group’s trusted servants. Service does not have to be a major undertaking—it can even be small acts. Through service, we give back. We then move on to a new service position and give someone else a turn in our previous position. Each servant humbly trusts the group to find the next servant to follow in their footsteps, ensuring that rotation of service continues.

We learn to delegate in Concept Two. Delegation of duties is necessary for the success of the fellowship. There is joy and fulfillment in having common goals, mutual trust, and shared success.

Literature and public outreach materials for the fellowship cannot be created by the groups. We delegate authority for these things, relying on others to

do the work. First, we rely on our Higher Power, then on ourselves, and then on others. We have to practice humility and give up some responsibilities.

The WSC meets to make decisions that affect the fellowship as a whole. The groups trust the WSC members to speak for them and rely on all the service arms (the GAC, the GSVO, and the Intergroups) to carry out the Conference's decisions.

The responsibility of the GSVO is to carry out the directives of the WSC. The GSVO has been delegated administrative responsibilities for the management of CPA services.

In service positions, we are accountable. We maintain focus on our area of service and honesty in our dealings. We are accountable to the group, our Higher Power, each other, and the fellowship. We let go and let others find their way, declining to move our focus from our own spiritual path of service. We let others address the consequences of their actions without shame or blame. We do so with acceptance, love, and tolerance, while encouraging accountability.

CPA CONCEPT THREE

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."*

This Concept builds on Concept Two's principle of delegation. Trust is the spiritual emphasis of this Concept. We have the right to think for ourselves and make appropriate decisions. We trust people to do their work without micromanaging. We trust the one doing the job.

The Right of Decision belongs to the trusted servants at every level of leadership. Nothing would get done if they could not make decisions. Our trusted servants would not be servants but messengers.

Concept Three gives us the ability to make some decisions as representatives. This requires trust. We trust the group to voice the collective opinion. We trust the judgment of the servants. We trust CPA, our Higher Power, and each other.

We choose leaders who are knowledgeable, responsible, and able to lead. Sharing decision-making is also part of this Concept. It is wise to consult others, do research, pray, and refer to our literature and other professional literature to guide our efforts.

When we grant our trusted servants the Right of Decision, we put our faith in a Power greater than ourselves and trust in the integrity of others on the same spiritual path we are taking ourselves. We let go and let God, releasing any desire or need to supervise every detail.

As leaders, we are responsible for asking for help when it's needed. We give our trusted servants, most of whom are volunteers, the dignity to make informed decisions. Tradition Two says we listen to others and our Higher Power and work together.

The authority and ability to make decisions for the good of CPA as a whole is found in Concept Three. It is important to serve effectively. We trust the Trustees to know how to direct CPA's service bodies. We trust hired staff to do their jobs. Leadership empowerment makes it an efficient business.

*The Right of Decision as defined herein refers to:

1. Each trusted servant has the right and responsibility to speak and vote their own conscience, in the absence of any contrary mandate, on any issue regardless of the level of service.
2. Trusted servants will make decisions based on the Twelve Steps, Twelve Traditions, Twelve Concepts, and the commitment to service.
3. The Delegates to the World Service Conference are trusted servants and therefore equally guided by the Twelve Steps, Twelve Traditions, Twelve Concepts, and the commitment to service.
4. Decisions made by subcommittees are subject to the authority of the service body that creates its mission and defines its parameters.

CPA CONCEPT FOUR

The "Right of Participation" ensures equality of opportunity for all in the decision-making process. Participation is the key to harmony.

Every WSC member has not only a vote but a voice; each has not only a right but a responsibility to express their views. Groups have ultimate authority, but they delegate responsibility to their WSC Delegate, the WSC itself, and the service arms (Concept 2). All have the Right of Decision

(Concept 3). Everyone has a vote, which is the broadest group conscience in CPA.

Work at all levels of service is best accomplished by ensuring wide participation. We participate in our local groups, and the group is harmonious when there is an informed group conscience. Working together harmoniously requires respect for one another. As equals in a spiritual enterprise, we fully participate and invite others to do so as well.

We grow as we participate. Full participation leads to harmony because there is less opposition and alienation when we can all contribute a voice and vote. One role is no more or less important than another's. We are a fellowship of equals. There may be conflicts, but in practicing the Traditions and Concepts, we can come to an understanding.

We have the courage to share our view and the humility to stay silent. We have the ability to listen to others and hear their point of view. Higher Power is in charge of CPA, and our participation and responsibility is the footwork. Harmony is singing our own part toward the same goal. It is the combination of voices that makes the music.

Participation and trust are both keys to harmony. In Concept Two, we learn to trust our service arms; in Concept Four, we are learning to voice our view so it is known and so we are included in the process. In doing so, we hear others' voices and can begin to focus on the bigger picture and on CPA as a whole. This is a circular process in which we trust the process, we voice, we listen, we trust the outcome, we trust the implementation, and we trust the process again. There is less resistance, disagreement, and dissatisfaction when we all contribute our voice to the process. There is greater harmony, and trust grows as we see the process benefit our ability to share the message of recovery with more and more people. Our participation is based on mutual respect and self-respect and is valuable.

We are caring adult members. Two sides to participation are the giving of ourselves and the inclusion of others. We give our opinions and our time. As leaders, we include others by consulting before making a decision for action, but it is not always appropriate or possible to include everyone in every decision.

We strive to practice detachment, to listen to others without judgment, and to hear their points of view. We do not have to do everything—only our part. We reap benefits from the harmony. It is the spirit of teamwork. We have a goal, and specific responsibilities are assigned according to strength and

interest as we work together to achieve the goal. We ask for help as needed for clarification but do not require constant supervision.

Service opens up new dimensions of our recovery. It can help us see new solutions in our personal life, for we know we will be heard. This Concept addresses a deep spiritual need to belong. When we share a common goal, we are connected to others and not isolated and alone.

We communicate progress as we move forward. There is no need to look over each other's shoulders. We trust each other on behalf of the common goal. We demonstrate compassion, faith, and respect. We examine our desire to control the outcome. We can let go of the outcome and trust others to do their share. As in a sports team, each member is important. We can express our opinion, but there is no need to force it on others. We trust our Higher Power, the process, and the fellowship.

The WSC plans policy and action for the future and creates guidelines for service work yet to be accomplished. The service workers understand what is needed as they deal with issues on a daily basis, so they need to contribute to the larger effort. There is balance in that the Service Board of Trustees and service workers together make up no more than one-third of the voting at the WSC, so they cannot dominate the decision process.

CPA CONCEPT FIVE

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.

We define each task that needs to be done. We decide what authority is needed and delegate it so the task can be accomplished. Then one board, committee, or trusted servant is designated as the single point of decision and of accountability for the assignment. Accountability means being kept up-to-date and involved as necessary. We have a clear contract with trusted servants who know what is expected.

Sometimes we need to defer to the knowledge of the trusted servants to deal with details of their operations. They are a minority that we trust. We also want to be sure that those who serve us, both paid and volunteer, feel safe from unjust power. The Right of Appeal permits anyone to petition and be heard when there is a grievance. Their complaint will be carried to the Board of Trustees without prejudice or fear of reprisal.

A complaint may include a written report or letter submitted to the appropriate service level. This Right of Appeal restrains abuse of authority. No one needs to silently endure unacceptable attempts of control.

In Concept Five, we are granted a traditional "Right of Appeal," emphasizing CPA's insistence that the minority opinion be heard throughout the service structure. This right protects us against a majority that may be hasty, angry, misinformed, or rigid.

We need to listen with consideration to everyone and encourage those with differing opinions to speak out. We listen to them with an open mind and heart and with consideration of unity. When we hear, understand, value, and incorporate minority opinions into our decision process, we can avoid mistakes that occur when we are angry, hasty, misinformed, or rigid. The consideration compels discussion, keeps us focused on the issue at hand, and validates the worth and dignity of each member.

Concept Five protects our freedom and opportunity for service by reassuring each of us that we can expect respectful consideration whether we fit into the majority or the minority. The Right of Appeal ensures that any trusted servant can petition for resolution of a grievance.

We recognize that even a majority can be wrong, and we are best served by encouraging full and fair discussion of issues. A minority has the right and the duty to speak out or file a report of their views. It takes courage to speak up when in a minority. Having permission and even the obligation to do so without prejudice or fear of reprisal strengthens courage.

Concept Five essentially says that we need to listen to each other. Tradition Two establishes that group conscience is the main guide for the fellowship. All opinions must be heard for there to be an informed group conscience. We may not have unanimity, but we agree to be respectful of all opinions. It is necessary that all feel included even if the majority agrees. We make no quick decisions, and no one feels pushed into a decision. Inclusion and consideration of every member's opinion fosters unity.

We can express ourselves without fear of being judged. We also open our minds to learn new things by being willing to listen to alternative ideas and opinions. We may be challenged to see things from a new angle; our Higher Power may be speaking to us through another person. This Concept leads to better communication and learning more from others. Everyone has a right

to be heard. We have a duty to listen to others and to keep an open mind. We can use the phrase “you may be right.”

We have a voice; we have a choice. We have a right to voice our opinions. On the other hand, sometimes it is okay to keep an opinion to ourselves—it does not have to always be shared. We trust our Higher Power to guide us in this regard.

We are all equal in CPA, and we trust that all are equally capable. If a candidate does not get more than two-thirds of a vote, we put all the names into a hat and pull one out. When the majority does not resolve an issue, we trust our Higher Power to help us sort it out. “Going to the hat” ensures minorities have equal chance to be represented.

Trusting minority opinions has other advantages. We can become attached to our own solutions and in turn can lose creativity. Listening to the minority may bring a new solution and can serve as a better compromise. We seek resolution so everyone wins. We all benefit when everyone is included and respected. Mistakes can be avoided, and solutions that better address the needs of CPA as a whole can be found.

Even if the majority overrules, the minority members know that they were respectfully heard and that their suggestions were carefully considered. And so they are assured that they are valuable participants.

Concept Five allows us to further trust the process and each other. It offers greater harmony by ensuring we do not feel left out of the process.

CPA CONCEPT SIX

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.

Concept Six builds on the principles of delegation, authority, and responsibility found in the earlier Concepts. We develop trust in each other and work together. We determine skills and job suitability. We delegate work, each know our responsibilities, and are accountable for doing our work. No one can do it all, so we seek out others to help us and ask for knowledge greater than our own for a task.

We need a method of delegation and assignment of responsibility. In Concept Two, the groups delegate their administrative and operational authority to the WSC, and in Concept Six, the WSC delegates specific authority to the Trustees. The WSC depends on the Trustees to guide and oversee the business of the fellowship throughout the year.

Who are the Trustees? They are qualified CPA members and non-members. The Board elects its own successors. The Service Board of Trustees is the chief service arm of the WSC, which guards the Twelve Traditions and their application. The Trustees take care of CPA business and implement policy decided at the Conference. They need considerable freedom to decide and act so that other service arms are not bogged down and ineffective between Conferences.

Efficient and effective business helps us achieve our primary purpose; thus, our Trustees function as business leaders. We ask a lot of them and want to attract qualified people to serve. The power of Concept Six assures each member that the Traditions are guarded worldwide. The Trustees have responsibility for day-to-day decisions, service activities, public relations, and management of finances. They oversee things until the WSC meets again.

Our objectives are spiritual and best achieved through efficient business practices. As a Board, our Trustees function like directors of a business. We must trust someone to make things happen so that the business will function. Trustee qualifications are carefully considered.

Concept Six is about the relationship between the Delegates, the Trustees, and the GSVO staff. It also reminds us of our primary responsibility to grant others the freedom to do a job and to provide workable guidelines that keep CPA's visions and goals clearly in mind. The groups delegate authority to the WSC, and the Conference delegates authority to the Trustees.

The group conscience is the process by which we collectively invite the ongoing guidance of a Higher Power in making decisions. Voting is a measure of the group conscience. We seek Higher Power's will, not our own, to serve others, not ourselves, in service decisions. We ask our Higher Power to influence us before making decisions.

Overseeing requires clear general policies, and supervising is left to those doing the work. We treat employees and volunteers with clear guidelines and work to avoid overmanaging each minute detail. We link the responsibility of the job with the authority needed to do it. We cannot have responsibility without power—this is ineffective. And power without accountability is an

invitation to dominance. We combine responsibility with enough authority to carry out and oversee jobs within established policy and guidelines.

The WSC exerts its authority by issuing directives to the Trustees in the form of recommendations. Once passed, these become Advisory Actions, so called because we are advising the Trustees to carry out the agreed-upon actions of the Conference. The Board, via Concept Eight, has the legal right to veto these advisory actions, but in the spiritual objective of unity built into our concepts, has never done so.

Concepts Six, Seven, Eight, and Nine have to do with the balance of power and the relationship between the GAC, the corporation, and the WSC. The Trustees are invested with full legal and practical responsibility for the management and oversight of the GSVO. In this, they are responsible for carrying our message around the world to other countries, for our broad public information activities, and for overseeing our budget and operating funds. While the groups have final responsibility and ultimate authority through the Conference, they delegate the day-to-day operations and oversight of our World Services to their elected Trustees.

CONCEPT SEVEN

The Trustees have legal rights while the rights of the Conference are traditional.

Concept Seven is about the balance between legal and traditional authority and seeks clarity in roles and responsibilities. For example, a traditional role is to love a child, and a legal role is to protect a minor child. When children become adults, we love them but no longer have a legal role. Traditional authority is based on the spiritual principles of the Legacies. CPA's program of recovery is based on the Twelve Steps and Twelve Traditions. The Steps are the foundation for personal recovery in CPA, and the Traditions help CPA groups sustain their unity and fellowship. The Twelve Concepts of Service provide guidance for service in the CPA fellowship.

Each person needs to participate in decisions, bringing together many perspectives. CPA service is a team effort. We are all on the same team and meet in an atmosphere of love and mutual respect, with frank and open discussion.

In our lives, we turn to Higher Power in Step Three. In our groups, we turn to a loving Higher Power as our authority in Tradition Three. At the world service level, the group conscience of all groups is delegated to the group conscience of the WSC.

Concept Seven further clarifies the relationship between the Conference and the Service Board of Trustees. The Board is entrusted with administrative responsibility for CPA worldwide, including guardianship of the legal status, rights, and finances. The WSC is guided by the group conscience of the CPA groups. This spiritual guidance through the group conscience of the Conference works with the Trustees' duty to keep CPA on track with its legal obligations and fiscal responsibilities as a non-profit organization. As guardians of the Traditions, the Trustees consult with the WSC for guidance when important matters are considered.

Concept Seven addresses the practical authority given to the Trustees to ensure that decisions of the WSC are consistent with the laws that govern us and the well-being of the fellowship as a whole. The Trustees can say no to a Conference vote or ask the Conference to reconsider if the action goes against our Charter or bylaws or appears reckless. If an action would seriously impair our financial health or is unworkable because of unforeseen circumstances, the Trustees can override or amend a Conference motion. Trustees have complete legal power over CPA funds and services, and they have the veto power to keep within the law. However, they seldom use this power and turn instead to qualified sources, including the Conference, for advice and direction.

CPA has a set of principles with a spiritual base. The wishes of the members are checked by the Trustees for legal aspects, by the WSC for Tradition aspects, and by the guidance of our Higher Power. This Concept provides cross-checks and balances our program on a healthy spiritual basis. The Trustees are part of the Conference, and our Higher Power has made them a member of the Service Board. They need to protect the legal and financial rights of the fellowship.

Our spiritual democracy is maintained because our respect for the Conference's traditional authority is backed by the power of the groups and all our experiences. When the Conference acknowledges the rights, duties, and legal responsibilities of the Trustees, and the Trustees remember the traditional rights of the Conference representing the group conscience of the fellowship, a harmonious and respectful working relationship is maintained. Each is important, and neither is a rubber stamp for the other.

CONCEPT EIGHT

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.

Building on the trust and cooperation in earlier Concepts, Concept Eight reminds us to focus our priorities, keep our eyes on the bigger picture, and invest our efforts in activities that bring the greatest results. We depend on the help that others provide in routine matters and do not cling to every detail of every job. We let go and trust others to handle mundane tasks and their delegated responsibilities. We identify the management tasks and delegate them and trust they will be completed well.

The WSC is the guardian of the Twelve Steps and Traditions, and the service structure flow is guided by them. This Concept is about consistency. The Conference meets once a year, and decisions are made. Big plans require taking care of the little things on a daily basis, and thus CPA members and staff are relied on to do the nitty-gritty work of ensuring consistency on a daily basis. We delegate authority and responsibility so the work can get done.

Competent leaders are chosen, and the Trustees allow them to do their designated jobs. We need leaders and managers. The leaders provide vision, and managers lay out the steps that make it possible to achieve the vision. We extend faith to each other and do not have to attend to every detail personally. We trust others. Our skills complement each other.

The Service Board of Trustees is the overseer of policy, leadership, finance, and group and public relations. A volunteer group cannot manage all the work needed to serve the fellowship—they need paid staff in the office. These paid workers provide an office where phones are answered, information is available, literature is produced and disseminated, and other services are provided.

Trustees have long-range vision for the future and delegate routine management and details to paid employees. We keep a balance between volunteer contributions in the fellowship and the need to provide day-to-day, dependable service. The Trustees are responsible for all the final decisions within the guidelines of the Conference.

The WSC meets annually (as stated in Concept Two). The Service Board of Trustees meets monthly (Concept Six). In Concept Eight, we learn that oversight of operations of CPA is delegated to the GSVVO.

We have options and do not have to take on every responsibility or attend to every detail personally. We do not have a distorted sense of responsibility but understand that we are each just one among many, trusted servants. We are not the authority on everything or the only ones responsible. Unity is

increased when we do not feel the need to control everything and instead use detachment and good judgment.

Delegation is a tool to use in a group situation. When we delegate, we are released from managing and controlling how others carry out a task and freed from the burden of having to do it all ourselves.

CONCEPT NINE

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.

Concept Nine addresses the ever-vital need for good service leadership, appointing the Trustees to carry the torch for world service leadership that our founders once held. Leadership is introduced in Tradition Two and is emphasized and repeated often in the Twelve Traditions and Concepts. Concept Three says our leaders have Rights of Decision, and in Concepts Four through Nine we learn of the different duties of leaders. Tradition Nine introduces service boards or committees.

Because we rotate service positions, each member of CPA has the potential to be a leader, and members have many opportunities to develop their leadership qualities. In world service, leadership is provided by the Service Board of Trustees in recognizing, understanding, and defining the message of recovery and in making the vision of recovery available locally and worldwide.

By rotating service positions, we ensure that no one person gains control over CPA and that the joys of service can be shared by many. Leaders initiate ideas, offer choices, and may emphasize aspects, but they leave it up to the fellowship to make decisions. Courage, creativity, and strength are needed in leaders and ourselves.

This Service Handbook suggests election procedures for leaders. Guided by the principles of all three Legacies, leaders are selected on the basis of CPA membership, eligibility, skills, and willingness to serve. Selecting a leader by two-thirds of the vote or by lot reduces the possibility of personalities interfering with principles.

When we are inspired by a leader who can effectively put the principles, plans, and policies of CPA into dedicated and effective action, as fellow

members, we want to support the leader. A competent leader originates plans and policies for the improvement and ongoing maintenance of the fellowship. Leaders remain open to the voice of CPA members as they know that a plan or idea can come from anyone. A capable leader is prepared to face heavy and sometimes strong criticism.

We encourage our leaders and recognize their talents and values. Some jobs require no special talent, and others require experience and expertise. No two people will do the job the same way; we recognize this and practice "Let Go and Let God."

There is a role of leadership at all levels of service. Leaders are tolerant, responsible, stable, flexible, and of good judgment. All members have some of these qualities, and practicing the program enhances these qualities. Developing leadership qualities leads to satisfying lives and helps the fellowship thrive. We all benefit when we participate in service.

We trust our leaders to act in our best interest and to fill their responsibilities. Not everyone has a leadership role at the highest level, but everyone has personal responsibility for leadership at many other levels. This Concept encourages us to participate to the fullest extent of our abilities, which in turn leads to personal growth. We see healthy leadership in action in CPA. Leaders should not be authoritarian, rigid, or floundering, and leaders are not better than others.

We each participate and do our assigned tasks. In this way, we experience unity. Good leadership is based on spiritual principles and is a tool to achieve positive results. Concept Nine is motivated by the desire to fulfill our Higher Power's will for us as we practice tolerance and flexibility.

We remember that we seek progress, not perfection, and accept our human limitations while striving for the very best in ourselves and for our fellowship. We may all be leaders at one time or another. Leaders use the abilities Higher Power has given to them to serve the fellowship, rather than for individual power, prestige, or property.

CONCEPT TEN

Every service responsibility should be matched by an equal service authority, with the scope of such authority well defined.

Each Concept builds on the previous ones: Groups have the ultimate responsibility and authority for CPA (Concept One). The groups entrust the

WSC with administrative and operational authority (Concept Two). The Conference knows the Trustees will handle the administrative responsibilities; the Trustees delegate management of the fellowship business to the General Service Virtual Office. Thus the importance of participation and good leadership is established. The Right of Decision (Concept Three) and the Right of Appeal (Concept Five) provide guidelines for handling disagreements. Each level of service has clearly defined responsibilities and recourse through the chain of leadership if there are problems.

To work effectively with others, we have clear job descriptions. We discuss each task so there is a clear understanding of what is expected and what constitutes a successful completion of the task. Work is clearly delineated. We respectfully provide instructions, authority, and clarity as needed. We respect the efforts of others, even if they do things differently than we would. We do not manipulate others to get our way. We do not micromanage the work of others; instead, we have clear expectations of the work to be done and then let go.

Delegating both responsibility and defining service authority is at every level of service, and the power to carry out a responsibility is part of the delegated job. This Concept is about clarity. We clearly define the job and who has final say at each level of operation. (There is nothing legally binding in the Service Handbook, but there is an implied contract between CPA and the WSC.) We also need to be clear about our responsibilities. Limits to power are spelled out with each job. There is a clear understanding of who has final service authority, there is no double-headed management, and there is no overlapping of responsibility and authority.

Our carefully defined service authority ensures that no two people or groups will be equally responsible for the outcome of any project; however, a goal can require the participation of two or more groups. Different committees make the recommendations, and the Service Board of Trustees has the final decision authority or can take an issue to the WSC for further input.

We have the freedom and right to decide how to get a job done. When we are given authority to complete a task, we are trusted with and accountable for the outcome. Throughout all of CPA, clear lines are drawn between ultimate authority and delegated authority. We are accountable for our accomplishments and report to those we serve. If a job is poorly done or conflicts arise, there is a clear line of authority that can be used to correct the mistakes or replace the people who are not fulfilling their responsibilities.

Group conscience is the ultimate authority, and trusted servants have delegated authority. Ultimate authority functions as influence rather than power, and it is used when a servant is in error, is ineffective, or exceeds their purpose. We do not dominate nor cave in. We do the job and report the results.

We are given delegated authority so that we are accountable. It is best to leave delegated authority alone when it is working well. Trusted servants need to be given the respect and trust to accomplish their jobs efficiently. Ultimate authority is used when trusted servants are in serious error, are clearly ineffective, or are interfering with the work of others.

In practicing Concept Ten, we set clear goals and trust each other to accomplish them. We know that ultimate authority will not be exercised unfairly because we have been empowered to be accountable for our tasks.

CONCEPT ELEVEN

The General Service Virtual Office is composed of the Executive Director, selected committees, and staff members.

Because the goal of any CPA service is to effectively carry the message, we must continually seek out qualified servants and personnel to help us achieve this primary objective. Concept Eleven provides good business practices and a structure as we put Step Twelve into action. It describes how the GSVO serves the groups by coordinating and carrying out the different aspects of CPA service. It is the organizational structure that makes service accessible to all, and it can be used in all our affairs.

The Executive Director supervises the administration of the GSVO and manages as delegated by the Trustees, including committees and task forces. GSVO itself is organized into volunteers and paid staff who are in charge of overseeing and administering operations. This allows services to be provided on a continuous basis to all members. With participation of talented, capable volunteers and staff, the work is divided into manageable segments. We need good leaders, employees, and volunteers to accomplish our goals. We want to attract competent people who will be happy in their jobs and to whom we will give respect and reasonable financial compensation.

Our volunteer team members rotate, and there is a clear structure in which all get treated fairly. As we cooperate with each other, there is mutual trust and dignity. Determining the qualities of a good executive is the

responsibility of authority without favor or partiality. We pay fair compensation for quality service. There is full participation of paid workers on committees, for they have wisdom that is invaluable.

No organization structure can ensure absolute harmony and protection from conflicts, which are inevitable. However, sustained practice of our spiritual principles can accomplish harmony and cooperation. The best guarantee of friendly, efficient service in CPA is honesty, fairness, respect, and willingness to keep spiritual principles uppermost in our minds.

We know our job and do not try to take over where we do not belong. We trust others to do their job and do not try to take charge. We know our role in each situation. We are impartial. We "cut the cake and let the other person choose their piece." We do not favor ourselves or anyone else. We do our part and let others do theirs, and keep our focus on our own roles.

There still may be clashing of personalities, so we need to be willing to practice the spiritual principles. Everyone has a job to do, and we have an abundance of skills and talents. No one person has to do all the work.

In essence, this Concept is about shared responsibility and allowing each person to grow and take on new roles.

CONCEPT TWELVE

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.

Concept Twelve is the spiritual foundation of CPA's World Services. It essentially summarizes and embodies all of the previous Concepts, just as Step Twelve embodies all previous steps.

We are encouraged, above all, to practice prudence in its broadest sense: taking care to keep the WSC from becoming the seat of perilous wealth,

power, or unqualified authority; to examine our attitude toward money and its necessity to carry the message; to reach all decisions by substantial unanimity; to ensure that no Conference action ever be personally punitive or an incitement to public controversy; and to always keep the Conference democratic in thought and action.

General Warranties of the World Service Conferences

In all proceedings of the WSC, CPA shall observe the spirit of the Traditions. No member has authority over other members. All decisions are reached by discussion, vote, and unanimity when possible. No Conference action shall be punitive or incite public controversy. The Conference serves CPA but never performs any authoritative act of government. Like the fellowship, it remains democratic in thought and action.

We exercise the spiritual principles through prudence, humility, equality, substantial unanimity, personal responsibility, mutual respect, and avoidance of controversy. This brings balance to our interactions and our lives.

The Warranties reinforce the principles set forth in the Traditions and Concepts, offering final guidance for the application of the Legacies. They remind us of the importance of each CPA group for their support of the fellowship as a whole, both financially and in service leadership.

Warranty One: “that it never becomes the seat of perilous wealth or power”

Money is necessary for CPA to survive and grow. Paying rent, printing costs, office expenses, salaries, telephone bills, etc., all require money. We are prudent and conservative with our funds and maintain an ample reserve to cover future needs, yet we do not accumulate a significant excess. The funds serve CPA, and we will thrive with the continued support of our many members. This Warranty reminds us to take care of ourselves financially without excessive spending or stockpiling.

Warranty Two: “that sufficient operating funds and reserves be its prudent financial principle”

CPA needs to cover operating costs, which are minimal, in order to support the fellowship. These funds come from literature sales and group and individual donations. The reserve should go no lower than the minimum of the 25 percent annual operating budget. The goal is to ensure continuation of essential services in the event of a substantial decline in income and to cover any costs of special projects that cannot be financed from normal sources of income, such as creation of new literature and website expenses.

Warranty Three: "that it place none of its members in a position of unqualified authority over others"

The Concepts detail the ultimate and delegated authority. Absolute authority is never in the hands of one person but rather is in a group conscience guided by the God of our understanding. In a position of authority, it is best to lead by example and not force. Service is practiced with humility. This Warranty guides us away from seeking prestige and power over others. It reminds us that the spiritual power of the fellowship is found in the group conscience process, not in one individual.

We are not in charge of anyone else, and no one is in charge of us. We are equal members in the fellowship. We practice mutual respect. We do not attempt to impose our will in ways that will create discord or controversy. Instead, we humbly let go of our will so that a solution can be revealed. It may not be the answer we were looking for, but it becomes clear that it was chosen by our Higher Power.

Warranty Four: "that it reach all important decisions by discussion, vote, and whenever possible, substantial unanimity"

Concept Four provides the principle of participation, and Concept Five protects minorities and ensures they will be heard. Warranty Four reinforces these principles. When possible, issues are discussed until there is certainty that all minorities have been heard and that most people can support the decision. Full agreement, or unanimity, is not realistic. Instead, we have "substantial unanimity." There is less room for criticism of a decision if all have fully participated and most are in favor of it. Usually this means a two-thirds acceptance, but this ratio is decided at the WSC each year.

It is best to seek consensus rather than settle for a bare majority. Sometimes a decision needs to be made without substantial unanimity. When this happens, the group conscience can decide if a simple majority will decide or if further discussion is needed. As long as the Traditions and Concepts have been followed, Warranty Three is satisfied. We are guided to consider all viewpoints and strive for substantial unanimity. Differences can be discussed, and a solution can be found. We include others in decision-making, listen to them, and have permission to disagree, and we abide by the group vote.

Warranty Five: “that its actions never be personally punitive nor an incitement to public controversy”

We uphold the individual liberties of all members. As an individual and a group, we willingly follow unenforceable principles and guidelines. We do not make rules or punish those who break them. If we do not follow the Traditions, it is we who suffer—growth halts, and a group may fold. We avoid public quarreling, which gives us an unfavorable image. We keep the focus on spiritual principles, even in the face of strong controversy, and discover our protection in God’s hands.

This Warranty maintains “principles above personalities” in service work. There is no prestige to defend, no doctrine to maintain, and no power, pride, or property to fight over. We protect the fellowship and principles. If criticism is well-founded, we say thank you and do our inventory. Peace is our goal.

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”

This Warranty encourages democracy and reminds us to strive for mutual respect, consensus, and equality of rights, opportunity, and treatment for all.

Being democratic in thought requires us to remember the common good and what is best for CPA as a whole. It means keeping an open mind, earning the trust of others, and granting dignity to the ideas of others. We act with firmness and kindness and without anger, haste, recklessness, or control. We ask our trusted servants to model these ideals and not rule through use of authority.

There are no penalties to be inflicted for nonconformity to CPA principles. We abstain from acts of authority that curtail the freedom of others and take no punitive actions. We guard against tyrannies and act with mutual love and respect.

We provide service to every group, even those who fail to follow the Traditions and policies, and keep the door open. We are not the authority on the right way of doing things. We support others even when our feelings and methods are different from theirs.

The WSC will always act in the spirit of mutual respect and trust among its members. No action will be taken in haste or recklessness. Care will be taken to respect and protect all minorities. Important actions will be taken with substantial unanimity, and no action will be personally punitive. The Conference will guard against tyrannies, both great and small.

World Service Conference Charter

World Service Conference (WSC) Charter is a body of principles and relationships through which CPA as a whole can function. Because the Conference is not incorporated, the provisions of the document are not legal but traditional. This Charter is an informal agreement between all of CPA and its General Service Virtual Office (GSVO).

Purpose

To be guardian of both CPA's World Services and its Twelve Traditions.

To be a service body, not a government.

Composition

The WSC consists of Delegates from groups, Service Board of Trustees, GSVO administrative staff, and General Advisory Council (GAC) officers.

Relation to CPA

The WSC acts for CPA in the perpetuation and guidance of its GSVO services.

The WSC is a vehicle by which CPA can express its views on policy and note deviations from Traditions.

The WSC meets annually, but special meetings can be called. Members can be asked to render advisory opinions at any time by email or telephone poll.

Delegates are free to vote as their conscience dictates and not necessarily as instructed by their group or area.

No changes are to be made in the CPA Steps, Traditions, or Concepts of Service or in the General Warranties of the World Service Conference Charter without consent of three-fourths of the Conference participants.

Wording in the Charter may be changed by the vote of three-fourths of the WSC members. However, the protections afforded the CPA Traditions, Steps, and Concepts, and the General Warranties may not be taken away or lessened by Conference vote.

Relation to the General Service Virtual Office

Two-thirds vote of the WSC members in attendance is binding upon Trustees and any related corporate service.

The above does not affect legal obligations of the GSVO and the Trustees in conducting business.

Board of Trustees: Composition, Jurisdiction, Responsibilities

The Board is composed of qualified members of CPA. The Board elects its own successors with nominees approved by the WSC or a committee thereof.

The Board is the chief service arm of the WSC, which is the guardian of the Twelve Traditions. The Board's responsibility is to determine policy and manage the business affairs of the GSVO. It may appoint committees and elect members to an Executive Committee.

The bylaws and any amendments are subject to recall by two-thirds vote of the WSC.

Except in an emergency, the Service Board of Trustees ought never take action liable to affect CPA as a whole without consulting the WSC. However, it is understood that the Board shall reserve the right to decide which of its decisions may require referral to the Conference.

World Service Conference Procedure

The WSC hears financial and policy reports of the Service Board of Trustees and GSVO services.

A quorum consists of two-thirds of the Delegates registered for the WSC.

Delegates and GSVO members take under advisement all matters affecting CPA as a whole, engage in debate, appoint necessary committees, and pass suitable motions for the direction of the Board of Trustees and the GSVO.

The WSC may adopt procedures and elect offices by any method.

At the close, the WSC will send a full report of its proceedings to all World Service members and Group Representatives.

The Twelve Steps of CPA

1. We admitted we were powerless over pain and illness—that our lives had become unmanageable.
2. Came to believe that a Power greater than ourselves could restore us to sanity.
3. Made a decision to turn our will and our lives over to the care of God as we understood Him.
4. Made a searching and fearless moral inventory of ourselves.
5. Admitted to God, to ourselves, and to another human being the exact nature of our wrongs.
6. Were entirely ready to have God remove all these defects of character.
7. Humbly asked Him to remove our shortcomings.
8. Made a list of all persons we had harmed, and became willing to make amends to them all.
9. Made direct amends to such people wherever possible, except when to do so would injure them or others.
10. Continued to take personal inventory and when we were wrong promptly admitted it.
11. Sought through prayer and meditation to improve our conscious contact with God as we understood Him, praying only for knowledge of His will for us and the power to carry that out.
12. Having had a spiritual awakening as the result of these steps, we tried to carry this message to others with chronic pain and chronic illness, and to practice these principles in all our affairs.

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The Twelve Traditions of CPA

1. Our common welfare should come first; personal recovery depends upon CPA unity.
2. For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.
3. The only requirement for CPA membership is a desire to recover from the emotional and spiritual debilitation of chronic pain or chronic illness.
4. Each group should be autonomous, except in matters affecting other groups or CPA as a whole.
5. Each group has but one primary purpose—to carry its message to people living with chronic pain and chronic illness.
6. A CPA group ought never endorse, finance, or lend the CPA name to any outside enterprise, lest problems of money, property, and prestige divert us from our primary purpose.
7. Every CPA group ought to be fully self-supporting, declining outside contributions.
8. Chronic Pain Anonymous should remain forever nonprofessional, but our service centers may employ special workers.
9. CPA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.
10. Chronic Pain Anonymous has no opinion on outside issues; hence the CPA name ought never be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, television, film, and the Internet.
12. Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.

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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"

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