

To Chairman General Committee
C. C. Coop.

Dear Friend:

Will you please bring the following matter to the attention of your committee at the earliest opportunity.

- (1) That it is the purpose of the directors to have all important matters affecting the development of our association in every department made the responsibility of some committee.
- (2) That in order to facilitate the fulfilling of this purpose, all matters will be grouped as far as possible under the headings of, Organization, Finance and Distribution.
- (3) The work of each committee may at times actually or apparently overlap that of another in various places. Experience will teach us exactly what is the dividing line in such case, in the meantime it is hoped that proper discretion will be used to see that there is as little duplication of effort as possible without overlooking anything that should be done.
- (4) The following general definitions of the duties of each committee is not intended to be more than a temporary guide; it will no doubt be found necessary from time to time to supplement and clarify them.
- (5) The chairmanship of each committee will be taken by a Director appointed by the Board. The members will be drawn from the various districts of the Ass'n on the basis of one from each district.

Organization Committee.

The duties of this committee shall include all matters pertaining to membership including:- Propaganda, Education, Assimilation, Extension, Social Activities, Recreation, General Services

2.

and Jurisprudence, also any special matters which may arise from time to time.

In view of the wide scope covered under these headings, it would be advisable to definitely subdivide the work into two or more departments, having sub-chairmen appointed to assume the responsibility for various sections of the work. For the same reason it may be necessary to add to the personnel in some way. This could be done by having more than one representative from each district elected to the committee, or by allowing each sub-committee chairman to select members for their respective committees. The matter of organization of the committee should constitute the first task of each committee.

Distribution.

This committee shall for the time being be responsible for the supervision of all active economic functions of the Ass'n not covered under the general term of finance.

The distributing centre is the point from which all economic developments should radiate. This committee shall therefore be expected to assume the particular task of supervising the securing of goods of all kinds required by the members and of distributing them in the most efficient and economic manner found possible. From time to time it may be found in the interests of the Association or the movement as a whole, to arrange for production of goods by the Ass'n. It shall therefore be the duty of this committee to prepare plans for such developments as they become evidently economically sound.

In every case where additional capital may be required in any department within their purview the committee shall send, well in advance of the actual need, a full statement of their requirements to the Finance Committee. Whenever found necessary these two committees shall discuss the matter jointly and report in the same manner to the Directors.

The Committee shall assume the responsibility for proper publicity of their department. They shall have supervision of all employees except the Treasurer and his assistants who are responsible to the Finance Committee.

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The Committee shall see that any credit arrangements made from time to time by any department within their responsibility are kept within the limits set by the Finance Committee.

Duties of Finance Committee.

- "A" As the name implies, this committee will in general, deal with all matters which may reasonably come within the general definition of "Finance".
- "B" They shall be responsible for the ^{securing} proper and efficient allocation of capital and shall pass on all capital expenditures recommended by any department.
- "C" In order to do this efficiently they shall have access to, and be responsible for the accounting records of the Association, and shall undertake to see that proper audits are made from time to time.
- "D" They shall have general supervision and keep control of all credit arrangements. This shall apply to both purchase and sale on credit. It is in this department that they shall be required to work in close harmony with the Distribution Committee. It is suggested that the Finance Committee should indicate credit policy particularly in regard to limits which should not be exceeded, and that the Distribution Committee administer their affairs within such limits.
- "E" In case it is necessary for the Association to raise funds by securing loan capital in any form it will be their duty to prepare all the details with reference to such matters.

It must be clearly understood by each committee member that they have a very definite responsibility to the members of our Association for the proper functioning of each dept.

They shall be expected to keep themselves fully informed by proper investigation and observation and by regular attendance at committee meetings. Failure on the part of any member to properly assume these responsibilities throws an unfair burden upon the other members of their committee and should be reported to their district or to the Directors in writing.

It should also be clearly understood that no individual committee member shall interfere in any way with any employee by issuing orders directly or indirectly or in any other way embarrassing them. The result of their observations or investigations shall be reported to the committee in proper session, or in case of emergency, to the Chairman of the Committee.

Members of committees are quite likely to receive complaints or criticisms of various kinds from members and others. It is strongly urged that no complaint be considered which is not made in writing over the signature of the complainant. This has been found to reduce the number of paltry annoyances to which a committee

4.

member is subject and yet does not close the door to any legitimate criticism.

All suggestions should be treated in a similar manner and proper record made, so that recognition and credit may be given to all members and friends who are in sufficient earnest to give thought to our Ass'n affairs. To take credit for the ideas of another is a form of dishonesty and to be sedulously avoided.

In all cases of emergency and in matters not affecting policy the Chairman of each committee shall have power to act in any matter within the scope of his committee, he shall however, whenever possible, confer with the president before acting. Under all ordinary circumstances, and whenever possible, the recommendations of each committee shall be passed upon by the Board of Directors before being acted upon, and at all times a full report shall be made to the Board of Directors at the earliest opportunity.

P.S. all committee discussions be kept confidential till funding, have been reached ~~or~~ passed by board.