

## TWELVE CONCEPTS OF SERVICE

1. The ultimate responsibility and authority for CEA-HOW general services resides in the collective conscience of our Fellowship.
2. The CEA-HOW Groups have delegated to the World Service Business Conference the active maintenance of our services; thus, the World Service Business Conference is the voice, authority and effective conscience of CEA-HOW as a whole.
3. The Right of Decision, based on trust, makes effective leadership possible.
4. Throughout the service structure, we ought to maintain at all responsible levels a traditional “Right of Participation,” taking care that each classification or Group of our world servants shall be allowed a voting representation in reasonable proportion to the responsibility that each must discharge.
5. Individuals have the right of appeal and petition in order to ensure that their opinions and personal grievances will be carefully considered.
6. The World Service Business Conference has entrusted the Board of Directors with the primary responsibility for the administration of CEA-HOW
7. The Board of Directors has legal rights and responsibilities accorded to them by CEA-HOW Bylaws; the rights and responsibilities of the World Service Business Conference are accorded to it by tradition.
8. The Board of Directors may delegate to its Executive Committee the responsibility of overseeing the World Service Office.
9. Able trusted servants, together with sound and appropriate methods of choosing them, are indispensable for effective functioning at all service levels.
10. Every service responsibility should be matched by an equal service authority - the scope of such authority always to be defined well whether by tradition, by resolution, by specific job description or by appropriate bylaws.
11. Directors’ administration of the World Service Office should be assisted by the best standing committees, executives, staffs, and consultants.
12. The spiritual foundation of CEA-HOW service ensures that:
  - a) No CEA-HOW committee or service body shall ever become the seat of perilous wealth or power;
  - b) Sufficient operating funds, plus an ample reserve, shall be CEA-HOW’s prudent financial principle;
  - c) No CEA-HOW member shall ever be placed in a position of unqualified authority;
  - d) All important decisions shall be reached by discussion, by vote, and whenever possible, by consensus;
  - e) No service action shall ever be personally punitive or incite public controversy; and
  - f) No CEA-HOW service committee or service Board shall ever perform any acts of government and each shall always remain democratic in thought and action.