

4-24-290

SPECIAL DELIVERY

January 4, 1962

Mr. Donald G. Fink
Director & General Manager
Research Division
Philco Corporation
Blue Bell, Pa.

Dear Mr. Fink:

Mr. Haggerty's undated letter received here January 2 requested comments on the Constitution and Bylaws for the Society of Radio and Electrical Engineers' Revision No. 1 within the boundaries that apply to our Committee. My comments follow:

1. The Document should be more positive as to whether the office of the General Manager is an administrative position or a managerial position. On Page 400-D, Paragraph 5, it states that "The Executive Committee shall specify those activities to be administered by the General Manager."

Paragraph 6 states, "The Executive Committee shall be responsible for the management of SREE Headquarters - - -"

It appears throughout the entire Document that the philosophy is one of having the General Manager execute, carry out or, in other words, administer the policies and directives as determined by the Executive Committee.

2. It follows, then, that within the thinking that we have had so far the position descriptions for the members of the Executive Committee should be most carefully composed to indicate the managerial responsibility involved. It would not do to have the General Manager shouldered with the responsibility without authority. (This sounds like a "broken record" from every managerial book I ever heard of!*)

The need for word clarification in the Document thus is clear on Page 400-G. In Paragraph 404-2 it states that "The General Manager serves as the executive officer - -."

It would appear from the rest of the Document that the duties of the General Manager would primarily be to "execute"; that is, to put into action the wishes of the Executive Committee, instead of the more common connotation of the word "Executive Officer" being the one who takes the initiative in getting things started and done.

Paragraph 4 on the same page notes that the General Manager should "perform the functions necessary to meet the responsibilities of the Treasurer." Again, this is asking him to do the impossible without authority being delegated to his position. At the moment, the Document gives the Treasurer the responsibility.

3. The relationship between the General Manager and the Publications is not spelled out anywhere. Presumably, since the Editor is a member of the Board of Directors and the Executive Committee, it would be possible for the General Manager to merely administer the orders given to him by the Editor. If this is the intent, then the position description of the Editor should be a most thorough, complete and absolute document, considering the importance of the financial operation involved in Publications to the Society's health and happiness.
4. Another facet of understanding the General Manager's position more completely would be knowledge of the results of the task force on finances. Page G of the Constitution, Paragraph 6, and Page 400-D, Paragraph 13, are the only clues to the financial procedures. In my opinion, these would be extraordinarily restrictive to the General Manager's administration of the Headquarters. Or, if the funds to be transferred to the office account are of magnitude large enough to be helpful to the General Manager, then the procedure is cumbersome out of all proportion to its protective value. The Bylaws depend upon bonded employees, in any event.
5. With reference to Page 300-A, Paragraph 302-6, I disagree with the assignment of approval for the use of the emblem to the General Manager. Such permission is clouded in the pitfalls of personal idiosyncrasies and subject to many business pressures. There are no absolute criteria which the General Manager might use. This approval is sufficiently important to be ruled upon in future instances which might occur by the Executive Committee, so that eventually a Society policy would evolve.

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6. There are a couple of minor points: (a) Page 400-M, Paragraph 14 - I fail to see the consistency in appointing the General Manager to the Professional Technical Groups Committee. This seems to be the only Committee in which he has been designated a member. Elsewhere in the Document he is given permission to join or act with any segment of the Institute where he feels his talents could be utilized. Why not be consistent?

Page 400-N, Paragraph 17 - this contains the statement, "The staff at SREE Headquarters will assist the Committee in the performance of its work." If the General Manager is going to run the Headquarters, including its staff, then all of the Tellers Committee has to do is to ask the General Manager for help.

Incidentally, there are several other places in the Constitution which have details similar to the one above which could be stricken from the Document. For example, I don't know why it has to give permission for the President to make speeches. (Page F-22-1)

I hope these comments will be helpful.

Sincerely

C. F. Savage, Consultant
Engineering Professional Relations

CFS:jr

Special Delivery Copy to Mr. Warren Chase