

HOW TO USE TOD HEADQUARTERS SERVICES  
by a former Secretary of the B.S. Committee

The term "Headquarters", as used in AIEE, is nowhere precisely defined. The context in which it is written frequently reveals that, consciously or not, it refers to the whole area of administration from the Board of Directors through the Departments where the bylaws are made and procedures determined. When spoken from the floor of this Forum and other popular Institute assemblies, in this broader connotation, the word is sometimes intoned with the same affectionate inflection by which John L. Lewis so eloquently conveyed his respects to "The Corporations". When mail has gone astray, or a name is misspelled in the Directory, the meaning of the term becomes narrowly restrictive and the Secretary has no difficulty understanding exactly who comprises "Headquarters", and in what esteem he is held.

The modern concept is that the meaning of words is determined by their usage. In these brief remarks, my use of "Headquarters" falls somewhat in between the very broad and the very narrow meanings. It includes more than the devoted and harassed little band of envelope stuffers who work for pay up here in Rag Pickers Alley. It includes important volunteer member services from officers of the departmental level who guide and coordinate the work of The Technical Committees, while the employees carry out the mechanics of production and distribution. AIEE has traditionally depended on the volunteer services of its members to a greater extent than the comparable Founder Societies. So it is important to understand that the postmark on your mail does not mean that the thought, planning, and composition of what is enclosed necessarily originated on 39th Street. It may very well have come from the West Coast or anywhere else in the vast geography of the Institute.

Because of the wide appeal of the topic and the reputation of our featured speaker this evening, I am sure that this Forum audience includes more than the usual ratio of visitors to Technical Committee Chairmen. I see Section Chairmen, District Officers, General Committeemen, and a large number of authors and potential authors of papers. All of you, however, I believe have some interest in Technical Operations Department services. The Section Officer, for instance, is involved in the very first step in the organization of a Technical Committee.

Appointing Committees

A little over a week ago, both Technical and General Committee Chairmen were reminded that the time is approaching when their committees should be reorganized for 1959-1960. Between now and June, the Presidential Nominee must accept responsibility for appointing, or reappointing, some 3000 General and Technical committeemen. First, he must name about 75 committee chairmen. He then seeks suggestions for committeemen from all of the Sections. About half respond in some fashion. Their suggestions are sorted and collated and distributed to the committee chairmen. They review the names and submit their recommendations to the Presidential Nominee, who is proceeding on various degrees of faith until the petition date is passed in March and the ballots are finally counted in June. This whole vast procedure is repeated year after year to maintain the ideal of free and open opportunity of every member to participate in the work of the Institute to the degree that he is qualified and willing. The quality of our technical operations depends on these committees. Their selection is critically important. It is the first, and presently the best, opportunity the Sections and Technical Committees have to work together.

How to use the Headquarters services in this undertaking? The service is one of coordination of communication back and forth among the President, the Committee Chairmen, and the Section officers. The most effective use of the service can be made only by prompt and thoughtful response from all parties at all points.

Handling Papers

Here again is a service, the function of which is to tie together lines of communication. The author, on his own initiative, or in response to an invitation from a Technical Committee Chairman submits a paper. If it is a Transactions Paper, it goes to the committee for review. It may have to be returned to the author for mechanical corrections to make its reproduction possible. The results of the reviews must be collected, correlated and reported anonymously to the author. If revisions are called for, the author must be given an opportunity to consider and either adopt them, or persuade the reviewers, or perhaps an appeal board of the committee, that they are not required. When finally accepted the paper is given a number, forwarded to the Publications Department for editorial preparation, and reproduction as a preprint or advance copy. The editorial function includes a decision as to the probable demand and hence the size of the duplication order. The preprint is then advertised in the meeting notice

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and sold, mostly by mail-order. The paper is presented, the discussion collected, edited, and appended for type-set printing in the Bimonthly issues of the Transactions and the annual volumes of the Transactions. The very popular form of treatment, known as the Conference Paper is handled in much the same way, except for reviewing written discussion, and type-setting after presentation. All of this is subject to variations and exceptions. The contents of ELECTRICAL ENGINEERING are to a considerable extent gleaned from these papers, either as one-page digests, or complete papers. The effective use of this service calls for the absolute observance of deadlines and procedures set forth in the Author's Guide and the ORGANIZATION MANUAL. If the process is delayed or goes wrong at any point, the results are likely to be most unhappy. The volume of papers, the number of busy, mobile people involved, and the limited time available are such as to give rise to some wonder that it turns out as well as it usually does.

### Meetings

In this, our 75th Anniversary Year, we have been reviewing history. We are reminded that in the beginning, the publications of the Institute were essentially the minutes of its meetings. This form continues to be observed today, although less than 10% of the membership ever assembles for any one meeting. More often from 1% to 5% register; and from 0.1% to 1% ever hear a given paper presented in abstract by its author. Nevertheless, the flow of publications is firmly tied to, and regulated by, the meeting schedule. This, I suppose, both accelerates the production of papers and impedes their publication. The staging of a General, District, or Special Conference meeting, as a setting for the presentation of technical papers, is largely done by a lot of hard work by a local committee. The technical program may be supplied by TOD, a Division, or a Technical Committee. Some District Meetings generate their own programs. In any case, scheduling, announcing, and the financing of the technical program are all handled as a TOD Headquarters service. These functions again have their own set of deadlines and their own special scattered elements to be brought together in both time and place.

### Sections and TOD

We have spoken of the way Sections function in the organization of TOD Committees. There are other ways that TOD comes into contact with the Sections. One is in the organization and guidance of Section Technical Groups. This relationship is only partially developed, but there is a useful pamphlet available at Headquarters, and some experience is building up. Some Sections have discovered the Special Technical Conference as a stimulating experience for their community, and have worked very successfully with Technical Committees to handle these affairs. It is a particularly attractive arrangement for the smaller Sections, which might not be able to swing a General Meeting, and whose industry may be too specialized for a representative District Meeting. In the bringing together of Sections and Technical Committees, and in the practical functions of financing, management, mailing, and the like, Headquarters can be helpful.

### Prizes and Awards

As you all know, the Technical Committees, through their Divisions, are represented on the Institute Nominating Committee. Through that medium they are taking an increasingly active part in the overall management of the Institute. The major part of the Prize Awards program for papers is a Technical Committee function. The part likely to be played by the Technical Committees in the future program of recognitions and awards, in general, is likely to be amplified by the inauguration of medals and awards for outstanding achievements in specific technical fields in the near future. This will call for inter-departmental coordination and additional staff service.

Closely related to the evaluation of individual contributions through papers or otherwise, is the duty of the Technical Committee continuously to evaluate critically, summarize, and report on the state of the art and its associated literature. Surveys of areas of knowledge and lack thereof, and the identification of places where research, development, and standardization are needed, all represent opportunities for Technical Committees to do important and valuable work. Such work would, I am sure, be quickly noticed in the academic world where more effective technical service from AIEE would be most helpful to all concerned.