

Englewood N.J.

PLANNING Committee

9 September 1946

To: The Chief Commander and
Governing Board, U.S.P.S.

SUBJECT: Report of Planning Committee on
U.S.P.S. Reorganization Plan.

The Planning Committee has been in existence for about three years. Quite early it recognized the need for changes in our administrative set-up required by the rapid growth of the organization in the past decade. This resulted in the outlining of a complete plan which outline was accepted as a working hypothesis. Details of the plan, have, therefore, been the main business of the committee for nearly two years.

Now this may seem like a long time to spend in perfecting a plan of reorganization but it must be realized that the problem is not simple and the committee is somewhat hampered by the fact that its members are quite widely scattered and most of the work has to be carried on by correspondence.

It was obvious, right from the start, that decentralization of administrative function was necessary but at the same time not practical until the organization of the Districts has been tightened and strengthened. There are a large number of squadron problems now coming before the G/B which could just as well be settled locally if the District organization were in a position to handle them.

Accordingly, a plan of district, organization was worked out by the Planning Committee. Since several members of the P/C are from District 1, the thought occurred to us to ask our District to try the scheme. As a consequence, your chairman was asked to prepare a set of by-laws by which this could be affected. This was done, and the by-laws were unanimously adopted by the District Conference and subsequently approved by the G/B upon recommendation by the Committee on Rules

It was apparent, almost at once, that this new plan increased the interest in district affairs, improved the interchange of ideas between squadrons, tended to unify practices and, most important of all, helped the R/C considerably in the performance of his duties. R/C Jenninlgs is quite emphatic about this phase of the plan.

As a result, the P/C feel's that the time is ripe to present this portion of the plan to whole of the U.S.P.S. It has some features which may be a bit startling at first glance but they have been carefully weighed and unanimously approved by the P/C.

PLAN FOR DISTRICT ORGANIZATION

The plan for district organization provides for a staff of district officers and for by-laws by which the district organization will operate.

1. OFFICERS

(a)District Commander. Over a year ago the P/C voted to retain the Rear Commander title and rank for use in the national organization. It was felt that the, R/C title did not properly

describe the duties and functions of the office. Hence, it is proposed to create, the new title and rank Of District Commander.

It is further proposed that each district will, in the future, elects its own D/C instead of his being appointed by the G/B as in present practice. In other words, the district is now to have stature of its own; become a state with the union of the U.S.P.S. instead of assuming the present aspects of a "territory". Therefore, the districts should be given the privilege and the responsibility of choosing their own commanding officers. The squadrons have those rights and duties, so too, then, the districts.

(b) Staff Captains. The plan provides for another new title and rank, the Staff Captain. It is believed that there should be at least two such in each district, to be, of equal rank. They are to be executive and administrative assistants to the D/C and the offices provide an excellent training ground for future D/Cs.

(c) Secretary and Treasurer. These two officers perform the usual end customary duties that the titles imply. They are mentioned together because, in some of the smaller districts, it may be desirable to combine both offices in one person.

(d) Other Officers. The by-laws permit the election of other officers of a district as may be deemed advisable or necessary. For instance, a district surgeon or chaplain might be wanted, so the way is open.

(e) Appended to this report is a suggested model for district by-laws. These are patterned very much after these approved for District 1, but with the necessary changes to conform the present plan to allow for the variations in size of districts.

2. Operation of the District.

It will be noted that the pro-rating of delegates to the District Conference has been left blank since this will vary considerably from one district to another. A District conference Of unwieldy proportions should be avoided yet it should be large enough so that a maximum practical number of members can be interested in district affairs. Experience alone will settle this matter for a particular district.

In regard to district finances, the pro-rating of the cost of operation is already in practice in many districts. Again, the amount of the assessment has been left blank so that adjustment can be made to the needs of a particular district.

Two districts conferences are called for in the model by-laws; one in the Fall and a second in the Spring. District 1 has adopted the plan that the Fall conference shall be strictly a business meeting, while the Spring conference is to be combined with various social functions.

The District Council, composed of the district officers and commanders of squadrons assigned to the district has tremendous possibilities. The council of District 1 has had several meetings which have been very well attended and have added much to the interest and profit of those attending. R/C Jennings is most enthusiastic over the workin og the District Council; but it must be said, in all honesty, that Commander Jennings gracious hospitality has had much to do with the success

of the meetings. Meetings are held in the evening with the members meeting for a buffet supper about 1830 and the business is usually completed by 2300. It is expected that the District Council will meet at frequent intervals; on the order of once a month.

One of the advantages of an active district organization is the opportunity for more members to participate in the work of the Squadrons. Another advantage is the interchange of ideas among the various Squadrons of a district with the added value of mutual help and assistance. Still another is the added opportunity to meet the members of other squadrons and the promotion of good fellowship.

NATIONAL ORGANIZATION

The planning for reorganization of the national administration presents a number of very knotty problems. One of the great difficulties is the more and more weighty duties which fall upon our National Officers as we grow in size. It is rapidly getting to the point where the ranking offices demand almost full-time effort. Something must be done to lighten the load of the individual officers and the obvious answer is to spread the load over more people.

The thought had occurred to us that we might recognize three major functions in government of the U.S.P.S.; executive, administrative and educational branches. From this it follows that we need three officers of Vice Commander Rank to head up these three branches. The Executive V/C would be considered a "line" officer as is the C/C. The Administrative and Educational V/Cs would be in the category of "staff" officers and it would be understood that tenure of office in the staff would be of longer duration than in the line.

Under the Executive V/C will fall all those duties relating, to carrying out the orders of the C/C, the liaison between the national body and the districts, matters pertaining to expansion and growth of the U.S.P.S., public relations and external affairs.

The Administrative V/C will concern himself with the business and internal affairs of the U.S.P.S. including publications.

The Educational V/C will head up the entire educational program of the U.S.P.S. including all the grades and special courses.

The above assignments are for purposes of illustration and are neither complete nor final. The exact assignments of duties will come from the Committee on Rules when they write the proposed changes to the U.S.P.S. Constitution which will bring this plan into effect if it is, approved by the membership.

Each of these officers will require one or more assistants. These men will be of R/C rank. At first it was thought to assign a definite number of assistants to each officer according to our judgement of his needs and to have these assistants elected in the same manner as other officers. But, it is difficult to see the exact needs in advance and, further, a man is likely to work better with assistants of his own choosing. Consequently, we propose to allow each V/C to nominate as many assistants as he deems necessary and present these nominations to the G/B who will approve and appoint the assistants to the R/C rank.

We are informed by the Chairman of the C/R that there is need of an officer of the U.S.P.S. who will devote his entire attention to the legal aspects of our affairs. The title of "Judge Advocate" has been suggested and that he rank as an R/C. It will be of the function of the C/R to define his exact duties. The P/C approves of this change.

In addition, there is need of a financial officer who will take charge of matters of budget and finance. The title of "Comptroller" has been suggested for this office which will also rank as R/C. This provision is also approved by the P/C

A very much needed addition is the office of Assistant Secretary. The P/C proposes that this office be created and that the incumbent shall hold rank level with the District Commanders.

GOVERNING BOARD

As presently constituted the Governing Board with a membership of 286 persons according to the latest Directory of Officers presents a very baffling problem. The principal difficulty facing us immediately is the fact that the Astor cannot accomodate the less than 50 percent of the G/B who actually attend meetings. The average attendance for the last few meetings has been over one hundred.

This speaks volumes for the vivid interest which our members take in the activities and work of the G/B but it must be admitted that so large a group does not help in the efficient conduct of the business of the Board.

We are also informed that the price charged by the Astor for the G/B luncheons is to be increased. This means that approximately 17 cents of every members dues will be going to feed the G/B.

It was the intention of the founding fathers that the G/B should be dominated by the Squadron commanders. This state of affairs actually existed for many years during the early history and even up to within ten years of the present. Since that time we have <not readable>.... the S/Cs are a minority of the G/B and a rather pitiful one at that, in view of the fact that the great majority of the S/Cs are prevented from attending meetings of the G/B by the exigencies of time and distance, if not expense.

One will say, "Every S/C has the right to appoint a proxy who will vote for him". Yes, but does it work? It does not by any stretch of the imagination! It fails miserably because the proxies are hardly, if ever, voted. Can any member of the board fail to realize the pandemonium which would result if someone were to demand that the proxies should be voted, specifically by each person representing another? We give great lip-service to maintaining the democratic way and yet we penalize the more distant members of the Board by indirectly denying their prerogatives.

Obviously we must work out some better method of representation, not only on the G/B but in the Conference of Delegates as well. Your P/C has the study of this matter in hand but is not ready to report it at this writing.

However there is one proposal which we can make at this time which is a step in the right direction. By far the largest category of membership in the G/B is the members-at-large. According to the latest Directory of Officers, just published, there are 121 such members, outnumbering the S/Cs by over 20%. Under Article IV, Section 3 of the U.S.P.S. Constitution there could be 130-odd such members-at-large if we wished to elect

them, and under conditions of our present membership in the U.S.P.S. This is on the basis of one member-at-large for each 300 members of the U.S.P.S.

It should be obvious that this ratio is outside of all reason, and therefore, the P/C preposes that the ratio be changed to one member-at-large for each 300 members of the U.S.P.S. in good standing.

The change in the title and method of election of the District Commanders does not effect their membership in the G/B. The principal change in their status on the G/B is that they will represent their district on the Board instead of representing the C/C to the district as is the case at present.

CHANGES IN ELECTIVE COMMITTEES

At the present writing, the Nominating Committee is an elective and constitutional committee but its name does not conform to our habitual practice of designating such a committee in con.... distinction to the purely appointive committees. The P/C therefore, proposes that the name be changed to Committee on Nominations and that the appropriate changes be made in the writing of the constitution.

Since under the proposed change in the national set-up all educational functions will be grouped under one head, the Special Course Committee should be placed on the same footing as the other educational committees. This means that it becomes the Committee on Special Courses, under the P/C proposal, and assumes the status of constitutional committee.

Under the proposed arrangement of the national administration, all educational functions come under the leadership of the Educational V/C. He, then will be the only elective officer in the educational setup. There is no further need for distinction between Admissions and Advanced Grades as such. The categories under the Educational V/C will be piloting, Advanced Piloting, Junior Navigator, Navigator, and Special Courses. Probably the V/C would nominate an R/C to head up each division. This will simplify matters for the G/B to the extent that there will be one person reporting on educational matters instead of three or more. The same will be true for the other departments so that the number of reports that have to be heard and digested will be materially reduced.

In view of the amount of work involved it might be that only three R/Cs under the Educational V/C, lumping the advanced courses together as at present. This, however, must be determined by experience and trial.

However if we accept the plan for the Educational V/C, the election of the chairmen of Admissions, Advanced Grades and Special Courses must be dropped since the chairmen will be appointed R/Cs under the, Educational V/C. It means also those R/Cs should not be members of the G/B ex-officio which is another place where a reduction in the size of the G/B can be effected.

SUMMARY

Specifically tile proposals of the Planning Committee are as follows:

(1) That the rank and title of' Roar Commander be reserved for appointive or elective officers of the central national organization,

(2) That the rank and title of commanding officers of district organizations be changed to District Commander

(3) That the model district by-laws, appended to this report, be adopted as the pattern for actual district by-laws but that some latitude be allowed, as indicated in the model to fit the by-laws to the needs of a particular district.

(4) That the Districts be given the privilege and responsibility of electing the District Commander in each particular district according to the manner prescribed in the model by-laws appended to this report.

(5) That the national elective officers shall be the Chief Commander, Executive Vice Commander, Administrative Vice Commander, Educational Vice Commander, Secretary, Treasurer, Judge Advocate, Comptroller and Assistant Secretary.

(6) That the above named Vice Commanders be given the right to nominate their administrative assistants, who shall be accorded the rank and title of Rear Commander, to the Governing Board of the U.S.P.S. for approval and appointment.

(7) That the offices of Chairman of Admissions, Chairman of Advanced Grades and Chairman of Special Courses Committees be deleted from the list of elective offices. These duties will be assumed by Rear Commanders appointed under the Educational V/C.

(8) The name of the Nominating Committee be changed to the Committee on Nominations and. that only the Chairman be recognized as a member of the Governing Board of the U.S.P.S.

(9) That only the Chairman of the Committee on Rules be recognized as a member of the Governing Board of the U.S.P.S.

(10) That the name of the Special Course Committee be changed to Committee on Special Courses and that this Committee be placed on the same footing as the educational committees under the leadership of the Educational Vice Commander,

(11) That the pro-rating of members-at-large of the Governing Board of the U.S.P.S. be changed from (1) per hundred to one (1) per three hundred members of the U.S.P.S. in good standing.

(12) That this report be referred to the Committee on Rules for the framing of the requisite changes to the Constitution covering the changes embodied in this proposed reorganization plan.

(13) That this report be ordered mimeographed and distributed to all members of the, Governing Board, members of the Planning Committee and that extra copies be furnished to each Squadron Commander so that he may distribute same among the delegates from his Squadron to the Conference of Delegates.

(14) That the proposals contained herein, together with the proposed changes to the Constitution of the U.S.P.S., as framed by the Committee on Rules, be placed on the agenda for the Annual Conference of Delegates to be held 11 January 1947,

Respectfully submitted,

/s/Fredric W. Keator, N