BRANCH ORGANIZATION©

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Chapter 1

Governing Body and Branch Committees

1. GOVERNING BODY: The Governing Body is made up of brothers who are anointed servants of Jehovah God. They act as representatives of the "faithful and discreet slave" class which has the responsibility for giving direction and impetus to the Kingdom work. (Matt. 24:45) While the Governing Body delegates certain details or responsibilities to committees made up of its own members, or committees made up of other dedicated servants of God, or to instruments such as corporations and legal agencies, it always takes the lead for the smooth functioning of the organization and the unity of all of God's people. As the Governing Body, it has the prerogative to use its discretion and look into any matters it deems necessary to examine with regard to the Kingdom work. To oversee various aspects of the work, committees have been established as follows.

2. The Governing Body gives direction to the Branch Committees throughout the world by means of such publications as the *Watchtower* and *Awake!* magazines, *Our Kingdom Ministry,* publications outlining organizational arrangements, as well as various letters to all branches and to individual branches answering local problems. In addition, the booklet *Dwelling Together In Unity* has been provided, giving certain basic guidelines in connection with Bethel family arrangements, also the booklet, *Missionary Counsel Booklet,* outlining the basic arrangements for missionaries serving throughout the world under the direction of the Governing Body.

3. Recommendations for all Bethel elders, Bethel overseer, printery overseer, and office overseer, as well as for circuit and district overseers, are made by the Branch Committee to the Governing Body. Other assignments of volunteers are made by the Branch Committee. Instructors for the Kingdom Ministry School or Pioneer Service School also may be appointed by the Branch Committee. —See 2:4

4. Major real estate transactions and significant construction projects that are proposed should be presented to the Governing Body before action is taken. When such projects have been approved then details will be taken care of by the corporation or corporations involved. Arrangements for the dedication of new branch facilities will be handled by the Governing Body.

5. CHAIRMAN'S COMMITTEE: This committee is made up of the coordinator or a representative from each of the five Governing Body committees. It serves to enhance coordination between the Governing Body committees and helps to expedite the flow of work. The members of the Chairman's Committee will serve as chairmen of the entire Governing Body on a rotational basis.

6. The Chairman's Committee of the Governing Body should be alert to see that the Governing Body operates smoothly and efficiently and that there is no unnecessary overlapping of work of the various committees.

7. Reports on major emergencies, disasters or persecutions and any other urgent matters affecting Jehovah's Witnesses will come immediately to this committee and will be taken up with the Governing Body.

8. PERSONNEL COMMITTEE: This committee takes oversight of the arrangements made for the personal and spiritual assistance of members of the Bethel families.—Eph. 4:3; Phil. 2:1-5; Jas. 5:14-16.

9. The Personnel Committee oversees the selection and invitation of new members of the Bethel and Farm families around the world, and handles questions concerning their staying in Bethel service.

10. When new members arrive at Bethel a member or representative of the Branch Committee should speak to them on the importance of looking after their spiritual needs and explain arrangements for providing spiritual assistance to them and for their discussing personal problems with any of the Bethel elders. Every help should be offered to aid new members to adjust to living at Bethel. They will be spoken to about the importance of working whole-souled and putting Kingdom interests first.

11. All Bethel elders should be available to the members of the family who have problems and they should be observant as to any difficulties or discouragement on the part of any member, being ready to offer personal counsel and help. It should be made clear to all elders just what their responsibilities are and what they are expected to do themselves. Meetings, usually about an hour or less, should be held twice each year with all of the Bethel elders in the branch. This is done to provide practical assistance to the Bethel elders in fulfilling their responsibilities. (Please see *Branch Organization* 2:12) Serious problems may be reported to the Branch Committee. Bethel elders appreciate the value of giving encouragement to fellow workers and commendation for things well done. Efforts should be continued to maintain a good attitude and wholesome spirit among all members, as well as appreciation for their service privileges and a feeling of being needed and appreciated.—Matt. 11:28-30.

12. It should be practical to handle most personal problems locally in the branch, but major questions and problems can be taken up with the Personnel Committee.

13. Copies of Bethel volunteer lists should be sent in with the annual reports for review by the Personnel

Committee. International servants should be listed separately.—See 16:27-30.

14. If a member of the family desires to leave, he should submit a written notice to the Branch Committee at least 30 working days in advance if at all possible. In this way arrangements can be made for someone to replace him in the work assignment.

15. When any worker is transferred from one position to another, it would be a good thing to let him know why. Thus he will not wonder if the change is because of a failure on his part, or if there is something on which he should try to improve.

16. PUBLISHING COMMITTEE: This committee supervises the printing, publishing and shipping of literature throughout the world. The committee takes responsibility for the oversight of the factories and properties owned and operated by various corporations used by Jehovah's Witnesses throughout the world, as well as the financial operations of the Watch Tower Bible and Tract Society of Pennsylvania and other legal agencies used by Jehovah's Witnesses at the present time. It oversees tax and business matters in connection with publishing the good news of the Kingdom in all parts of the earth.

17. Jehovah's Witnesses in many lands entrust their contributions for advancing the Kingdom work to various corporations and societies organized by Jehovah's Witnesses. Branch offices compile financial reports in accord with the laws of the land and the policies of the theocratic organization. These are considered by the Publishing Committee for their information and are helpful in planning the best use of the funds available to Jehovah's Witnesses for the worldwide Kingdom work. The various legal agencies holding the funds may use this money for payment of invoices, reimbursements, as well as other necessary expenditures. Should conditions in a country change and legal agencies are no longer available to be used, other appropriate arrangements will be made according to the conditions at that time for handling financial operations.

18. Requisitions for normal printing equipment, vehicles, typewriters and other equipment for publishing factories and branches worldwide are approved by members of the Publishing Committee or their helpers after checking. Proposals for major acquisitions of machinery and other expensive equipment are to be submitted to the Governing Body with this committee's recommendations for approving the purchases.

19. Direction for the operations of all publishing factories and maintenance of properties is given by the Publishing Committee with routine matters being handled by the helpers who should keep the committee informed.

20. The Publishing Committee also approves requests for quantities of literature or videos and where they will be produced for the branches throughout the world, taking into consideration production and shipping costs. This committee also supervises the approval of Branch Orders for literature. Branch inventories may be reviewed by this committee.

21. Questions from branch offices relative to publishing, shipping, financial, tax and property matters are given to the Publishing Committee for handling.

22. Questions and recommendations concerning reimbursements and financial matters should be referred to this committee. This includes direction on writing off uncollectable debts between branches.

23. The Publishing Committee supervises the properties and the obtaining of the material needs of the Bethel homes and farms. This includes approving requisitions for purchase of unusual or expensive items for maintenance or expansion of these properties, but routine requisitions for food, linens, housekeeping and maintenance supplies, fuel, furniture, etc., may be approved locally by those having authorization.—See 3:8.

24. SERVICE COMMITTEE: This committee supervises all areas of the evangelizing work, including service matters affecting congregation organization, shepherding activity of elders and traveling representatives who are caring for the spiritual welfare of God's people around the earth, also all pioneer activity. Annual reports from the branches dealing with the field activity worldwide are examined and acknowledged by this committee. The monthly field service reports (S-81) and the missionary home reports (A-24) are also considered by this committee. Assignments of territories to the branches are the responsibility of the Service Committee. (Gal. 2:9) However, each branch makes its own individual territory assignments. Difficult service-related questions and problems that come in should be referred to and will be handled by this committee. The Service Committee supervises preparation of copy for *Our Kingdom Ministry* and cooperates with the Writing Committee in getting final copy approved.

25. The Service Committee is responsible for calling in Gilead School students and students for the Ministerial Training and Traveling Overseers' Schools. This committee is also responsible for making assignments of students to their places of postgraduate service in the field. All correspondence with missionaries regarding their service is handled by this committee. See also 23:17.

26. Zone visits by members of the Governing Body, or by others who are qualified, are arranged by the Service Committee. (Acts 8:14) If the branches have any questions regarding hospital information matters, these should be addressed to the Service Committee.

27. TEACHING COMMITTEE: This committee's responsibility is to supervise schools, assemblies and Bethel family instruction for the spiritual education of Jehovah's people. The Committee supervises outlining the material to be used in teaching and takes oversight of the various departments that are now responsible for this education. It handles oversight of the Audio/Video Services Department and development of all new audio and video programs.—Isa. 54:13, 14; John 6:45.

28. The committee is responsible to see that there is a proper arrangement and time allotment for each of the congregational meetings. This committee works in close cooperation with the Service and Writing Committees.

29. Fields of instruction handled by this committee include the following: 1. Watchtower Bible School of Gilead; 2. Kingdom Ministry School; 3. Theocratic Ministry School; 4. Bethel Entrants' School; 5. Program at Bethel table; 6. Bethel Family meetings; 7. International Conventions; 8. District Conventions; 9. Circuit Assemblies; 10. Special Assembly Days; 11. Radio and TV programs; 12. Pioneer Service Schools; 13. Literacy classes; 14. News Service; 15. Ministerial Training School; 16. Traveling Overseers' School; 17. Branch School; 18. All audio and video programs.—See 23:17.

30. The Teaching Committee endeavors always to provide the necessary instruction and arrangements for building up spiritually the elders, publishers, Bethel families, newly interested persons and others, encouraging all to 'pay constant attention to themselves and to their teaching.'—1 Tim. 4:16.

31. Branch Committees should make their own local organizational arrangements for their circuit assemblies, special assembly days and district conventions.

32. WRITING COMMITTEE: This committee supervises putting the spiritual food into written form for publication and distribution to our brothers and the public in general.

33. The publications that this committee supervises include the *Watchtower* and *Awake!* magazines, all bound books, booklets, pamphlets, tracts, final copy for *Our Kingdom Ministry,* handbills, Bibles, or any revisions of these. It responds to questions about the meaning of certain scriptures and points presented in the publications, also questions about doctrines or morals that do not deal with or related to specific problems in the congregations, or the standing of persons in the congregations. It approves the scripts for dramas, and talk outlines and manuscripts. This includes unique branch materials such as tour brochures, public relations brochures and tracts, and dedication brochures.

34. The Writing Committee supervises the translation work done throughout the earth. This includes giving approval for the translation of audio and video programs into additional languages.

35. BRANCH COMMITTEES: Jehovah's Witnesses through their Governing Body operate branch offices located in most of the principal countries of the world. The Governing Body of Jehovah's Witnesses approves of the recommendations for elders who will serve on the Branch Committees for such offices. The Branch Committee has the responsibility for the oversight of the preaching of the good news of Jehovah's Kingdom in the territory assigned to the branch. Within this territory it also gives the necessary supervision to the Christian congregations, missionaries, special pioneers, pioneers, and interested ones, organizing the congregations into circuits and districts and making recommendations to the Governing Body for the appointment of circuit and district overseers, Bethel family members and students for Gilead School.

36. It may be sufficient to have three members form the Branch Committee in some branches, but in large branches where other factors are involved, such as printing operations, extensive territories or a variety of languages, it would seem advisable that the membership of such a committee be five or more, providing an opportunity for additional elders to be familiar with the details of the work in that particular branch area. For example, in a large branch the Branch Committee might include the following: A **<u>printery</u> overseer**. His responsibility would be oversight of all <u>printery</u> operations, printing, binding, shipping, and other matters related to the operation of the <u>printery</u>. The **Bethel overseer** would have oversight of operations in the Bethel home: laundry, housekeeping, kitchen and dining room, and other matters related to the care of the family, Bethel home and grounds. The **office overseer** might be assigned oversight of correspondence, Service Desks and other office functions related to the branch operation.

37. All maintenance of the buildings would be best cared for by one department. The same would be true for the purchasing of material for the home, <u>printery</u>, or offices. Assigning or scheduling the use of vehicles would be best cared for by one department. Because some of these oversight responsibilities might overlap, depending on local conditions, the Branch Committee would decide under whose jurisdiction some departments would be placed so that there is a balanced distribution of oversight responsibilities.

38. It is desirable for one or more members of the Branch Committee to be citizens of the country where the branch is located. Nevertheless, in all cases, spiritual qualifications should be viewed as of greatest importance. The appointment as a member of the Branch Committee or to a position of oversight in the branch organization is not for any specified period of time. On the recommendation of the Branch Committee, the Governing Body will be pleased to consider the recommendation for adjustments, or **removal, or reassignment of individuals** having in mind the advancement of the Kingdom work.

39. <u>LEGAL ENTITIES AND THE WORLDWIDE ORDER</u><u>: Branch Committee members should have a clear understanding of the relationship among the Governing Body, Branch Committee, the legal entities used by branches, and the Worldwide Order of Special Full-Time Servants of Jehovah's Witnesses ("Worldwide Order").</u>

40. Our Master, Jesus Christ, has appointed “the faithful and discreet slave” over all his ‘belongings,’ or Kingdom interests, here on earth. (Matt. 24:45-47; Phil. 2:21) The Governing Body, representing “the faithful and discreet slave,” has delegated a measure of this oversight of the spiritual and material welfare of the “flock of God” to Branch Committees throughout the world. These committees also oversee administrative and legal activities of the organization in their designated territories. Of course, all Branch Committees serve under the spiritual direction of the Governing Body.—See *The Watchtower*, January 15, 2001, pages 28-31.

41. Branch Committees are encouraged to register and use a recognized legal entity to carry on the legal affairs of the branch. (See 9:10-12) Depending on local laws and circumstances, a branch may use more than one legal entity to further the work in its territory. Some countries do not allow the registration of religions or the formation of a legal entity of a religious character. In such countries, it may be necessary to use a legal entity that is of a general nonprofit or, in a rare case, a for-profit nature. In any case, the Branch Committee must not lose sight of the fact that our main purpose is to spread the good news of God’s Kingdom under Christ Jesus and our main activity is religious, even though some aspects of our endeavors are educational or charitable in nature.

42. Members of the Worldwide Order serve at all branches and provide the personnel needed to operate the various functions carried on by the legal entities the branches use. (See *2003 Yearbook*, page 30.) For this reason, it is important for Branch Committees to understand what the Worldwide Order is and the relationship between it and the legal entities branches may use.

43. The Worldwide Order is an unincorporated association made up of all those in special full-time service throughout the world. Members of the Worldwide Order are baptized ministers in special full-time service who perform whatever assignment they receive from the Worldwide Order. Each member of the Worldwide Order signs a Vow of Obedience and Poverty (“Vow”), which is a voluntary commitment made by each member. The Worldwide Order sees to it that each member of the Order receives basic necessities, regardless of the member’s assignment or the legal entity through which the member serves.

44. The Worldwide Order provides ministers for the legal entity or entities used by the branches to carry out the spiritual activities of Jehovah’s Witnesses. (Rom. 12:1; Matt. 24:14; 28:19, 20; Acts 1:8) Members of the Worldwide Order are not compensated and do not receive in-kind benefits for any services they perform for a legal entity. The support a member receives is based on the member’s commitment to the Order stated in the Vow and is not related to any service performed or the nature of any assignment. Members of the Worldwide Order receive food, shelter, and other basic necessities. Regardless of the nature of their privilege of service, all receive modest, yet appropriate support. **In view of the foregoing, the activities of any legal entity used by the Branch Committee are not to be viewed or regulated as a “commercial” enterprise or as involving an employer/employee relationship between any legal entity and members of the Worldwide Order.**

45. At times authorities attempt to categorize the endeavors of those in special full-time service as secular “work.” As Christians, we do have a “work” commissioned to us. (John 4:34; 5:17; Acts 13:2; 1 Cor. 15:58; 16:10; 2 Tim. 4:5) However, members of the Worldwide Order are motivated, not by pecuniary gain, but rather to accomplish the will of Jehovah and Jesus Christ in helping all to “attain to repentance.” (2 Pet. 3:9) Even so, in keeping with Jesus’ admonition, Branch Committee members and those who serve under their oversight need to exercise caution when asked to describe the nature of our activities. (Matt. 10:16) While we do engage in “work,” even as Jesus and his first-century disciples did, we are certainly not secularly employed or motivated.

46. Although many countries provide tax exemptions for religious entities, some countries do not. Tax exemptions are generally created by law and are usually not a legal right. Where required to do so by Caesar, legal entities used by branches should pay the taxes legally required of them, even if other religious entities do not follow the law. Conversely, legal entities used by branches should not pay taxes where there is an accepted legal basis for not doing so. Every Branch Committee should take full advantage of any legal exemption from taxation. (See 9:19) Branch Committees should keep in mind that how they handle tax and legal matters (including the tax or legal status of those in the Worldwide Order) could have implications for other branches, the worldwide organization, and the Worldwide Order. If a Branch Committee feels that it should describe itself, its legal entities, or the Worldwide Order differently than set forth above, it must first provide details of the proposed adjustment to the Governing Body for direction.—See 2:81; 6:52-54.

47. BRANCH COMMITTEE COORDINATOR: Each Branch Committee has a coordinator appointed by the Governing Body. He is responsible for coordinating the daily routine of work and for handling such matters as the Branch Committee may delegate him to care for. He is responsible to send reports and information to the Governing Body and also to keep the local Branch Committee informed of all communications received from the Governing Body, as well as of any details pertaining to local corporations, property, equipment, production, legal questions and the overall state of the Kingdom work. He should keep a brief record of each Branch Committee meeting showing the date of the meeting, the persons present and major points considered.

48. CHAIRMAN: Each Branch Committee has a chairman who will serve as such in the rotation arrangement for a period of one year with the rotation taking place

January 1 each year. When the coordinator rotates into the chairmanship, he can call upon another member of the committee to assist him in certain committee matters as he finds it necessary. The chairman is to keep order and see that committee decisions are carried out. He should notify all members as to time of meetings.

49. If some individuals become unable to accept all assignments in connection with the Branch Committee and its rotation, they may still be retained as members of the committee, and in this case the committee may wish to recommend an additional person to help out with some of the supervisory work done by the Branch Committee. Nevertheless, the older and experienced members will be available to give information and provide counsel, which can be very valuable. In line with the above it is not necessary for every individual to take the chairmanship in rotation if one does not feel that he is in a position to serve effectively.

50. BRANCH COMMITTEE RESPONSIBILITIES: The committee has the general oversight of the work in the field as well as the work in the branch. It should make decisions on what must be done and assign responsibility for carrying out decisions to one of its members who should follow through, expedite the work and report to the committee upon completing the assignment. The Branch Committee has the liberty to call in for consultation other elders and individuals who are able to supply the vital statistics or facts that will help the committee in reaching conclusions.

51. The Branch Committees are to serve as representatives of the Governing Body in the territory to which they are assigned following the Scriptural direction and lead given by the Governing Body. Branch Committees are authorized to appoint congregational overseers and ministerial servants, to establish congregations of Jehovah's Witnesses and to appoint and assign regular and special pioneers.

52. It is not required that the entire Branch Committee must in every case approve appointments of congregational elders and ministerial servants. We recommend that the Branch Committee be practical in handling such matters, especially if certain ones are located some distance from the branch office. The Branch Committee can decide just how to handle such matters and who or how many of the committee should approve of the recommendations. It seems reasonable to have only two or three members responsible for making appointments in many places; however if there are any questions or special problems, they can be saved for consideration by the whole Branch Committee. But for ordinary and routine appointments, we do not feel that the whole committee necessarily has to sit and approve each one. In large branches they may wish to use a desk man or men in the Service Department to assist them in making appointments. (Acts 14:23; Titus 1:5) The committee should come to an agreement as to how they want to handle this. This also applies to deletions unless death or disfellowshipment are involved.

53. The Branch Committee is responsible to keep the Governing Body informed on the progress of the Kingdom work in the territory assigned to the branch. All the members of the committee should share in taking the oversight of the work. Each should have his regular assignment of service at the branch or in the field according to his circumstances.

54. Brothers given any position of oversight should appreciate that their appointment comes from Jehovah by holy spirit through his visible organization and that they were put in the position of oversight to shepherd the congregation of God. The congregation does not belong to them; it is God's congregation and they are responsible to Jehovah, the "chief shepherd."—Acts 20:28, 35; 1 Pet. 5:1-5.

55. Those who are appointed to oversight should show humility and pray that they may manifest the fruitage of the spirit. (Gal. 5:22, 23) They should have a disposition that will help them get along with all people, serving their brothers humbly. (John 13:14, 15) These qualities should be developed further with the help of God's holy spirit, as overseers show loving-kindness towards all those they shepherd in the congregation of God, as well as those outside the congregation, the "strangers."—Isa. 61:5.

56. All branch volunteers should work closely with a congregation, attending meetings regularly and sharing in the service for their own spirituality as their health and circumstances permit. The fact that one is on the Branch Committee does not mean that he must be given special deference in the congregation, but he should take his part in the congregational arrangement as anyone else would do.

57. Overseers should set an example when it comes to the work, not taking time for personal matters or giving all of the responsibility to others. They should be willing to work with their brothers at any task. They should be interested in preaching and teaching and in the organization. On the other hand, they should not think that they must do all of the work, but they should let other people help and be trained to take on responsibility. If an overseer in a branch organization is going to give instructions and directions to others, he certainly should be a person who can take instruction. He should be anxious to know what the Scriptures require of him and what the Governing Body has directed. By being able to organize his own daily routine of work, he shows that he can be of assistance in organizing the activity of God's people throughout the territory. We appreciate that members of the Branch Committee especially are given great responsibilities. Therefore, these privileges of service must be taken seriously because the lives of many people are involved as we endeavor to see that Jehovah's will is carried out.—Luke 12:48.

58. The Branch Committee has the responsibility to keep the organization clean and in harmony with Jehovah's Word. They themselves must live up to the Scriptural requirements for elders and see that others who have oversight also measure up to such requirements. They must be courageous in seeing to it that all unrepentant immoral persons and evildoers are removed from the congregation of God as well as seeing to it that only persons who qualify, that show their fitness, are permitted to continue on as members of the Bethel family. Any who are disfellowshipped should have their names announced to the family and be dismissed. If some show that they are lazy, stubborn, or unchristian in their actions they may be dismissed as Bethel family members on the recommendation of the Branch Committee. Questionable cases may be referred to the Personnel Committee with a recommendation and explanation.

59. The Branch Committee coordinator as well as the other members of the Branch Committee should be careful never to deal harshly or unkindly with other servants in God's congregation but always to hear both sides of the question and use the spirit of a sound mind and be mild tempered. (Matt. 20:25-27) They should always be careful to keep confidential those matters told them in confidence, and not to talk to their wives or others about individuals' problems or confidential matters in the organization.

60. Building up the respect of the brothers for Jehovah's visible organization is necessary. Christians should always feel free and welcome to come to the branch office or to anyone in the branch office with their problems. The Branch Committee coordinator and other specially appointed representatives of Jehovah's organization within the Bethel home should be willing to handle problems, treat them confidentially, show kindness, patience, self-control, and above all, the quality of love. (1 Tim. 5:1, 2) If they do these things, the brothers will have respect for them and for the branch organization.

61. The Branch Committee members should always manifest mildness and respect for one another and for the opinions of others on the committee as well as in the Bethel family. They should show due respect for the principles and policies set down by the Governing Body which are supported by God's Word, remembering that the "discreet slave" has been appointed by the Master to give the domestics "their food at the proper time."

62. Branch representatives should be sure not to be hasty in giving counsel. If one is not sure of the counsel that God's Word gives, it is best to speak to others about the matter and do research before giving an answer. If a branch representative takes hasty action and later changes his mind as to the course he first advised, the brothers will soon lose confidence in his soundness of judgment. His counsel should always be in harmony with God's Word and he should use the spirit of a sound mind. It is Jehovah's Word that should be the basis for all decisions.

63. Nothing contributes more to the happiness of the brothers than the conviction that they are loved and appreciated. (1 Cor. 8:1; 13:4-8) Continue to reflect Jehovah's great love for his sheep. It is helpful for committee members to make periodic visits to each department where they will try to speak briefly to each worker with words of appreciation and encouragement. (See 28:4) Our Bethel service is sacred service directly related to Kingdom interests. Many young people today have never learned to work diligently. Encourage our brothers to be productive workers, being on time and doing good quality work. Talk about cultivating a spirit of contentment at their present work assignment rather than always looking for something that they might think is a 'better work assignment.' Help family members to maintain a good balance between Bethel service and congregational activity. In their enthusiasm to help the congregation, some spend so much time in the preaching work and Kingdom Hall building projects that they lack the energy to work hard at Bethel. On signing the application for Bethel service, all have affirmed the statement: "I will give that assignment of service (Bethel) priority over all other activities." All serving as productive workers will help avoid unnecessary increases in the size of the Bethel family.

64. The handling of the branch office and its correspondence may vary in different branches due to the size of the organization and number of congregations, pioneers, special pioneers, missionaries and other representatives of the branch serving in the field.

65. Some branches have a large staff with many assistants in the branch and discretion should be shown as to what work the Branch Committee coordinator will do in harmony with the direction of the Branch Committee. On the other hand, where the branch is small, the Branch Committee coordinator should be able to handle any office work assigned to him by the Branch Committee without difficulty and without asking others to assist. In fact he may only have to work a few days a week in the branch office. The rest of the time he can then spend in the house-to-house witnessing in an assigned territory trying to build up the local congregation.

66. In small branches it may be the Branch Committee coordinator can also be assigned to serve as district overseer at times if this does not require him to be away from the branch very long. Or it may be that he can share in the circuit work for a week or two out of the month to keep him in association and in close touch with the congregations. If this is the case another brother should be appointed as the district overseer for circuit assemblies.

67. The Branch Committee arranges for circuit overseers to visit the congregations of Jehovah's Witnesses at regular intervals and may make **adjustments in the appointment to oversight of elders and ministerial ser-**

vants. If it is found that any such no longer qualify Scripturally, the committee may appoint other persons to act in such place as the holy spirit may direct.

68. The Branch Committee has authorization to **appoint special pioneers** to the number approved for that territory by the Service Committee, in consultation with the Publishing Committee. They can appoint as regular pioneers as many persons as meet the qualifications for such service and who are so recommended by the congregational service committee. The Branch Committee will assign territory to congregations, pioneers, special pioneers, missionaries and isolated publishers and should receive regular reports from all preachers of the good news in their respective assignments.

69. The Branch Committee has the responsibility of **looking after the branch's properties, receipts and expenditures,** paying authorized bills, handling legal matters, and appearing in court when necessary. The Branch Committee should arrange to keep such books and records as the Governing Body and the government of the land require. All books of record should be kept in good order and up to date for review by the zone overseer on his periodic visits.

70. All members of the Branch Committee should set a good example spiritually and morally for the brothers, preaching the good news of the Kingdom publicly as opportunity affords and circumstances permit. As with all elders, the members of the Branch Committee have the opportunity of setting a fine example in giving public talks.

71. The Branch Committee has the special responsibility of caring for the welfare of all of God's people in the territory assigned and of **keeping the Governing Body informed** as to the progress of the work, as to any problems or difficulties encountered, and of making suggestions as to how to overcome them and advance the work in harmony with God's Word. The branch office will keep in regular communication with all of the congregations and pioneers, special pioneers, missionaries, circuit and district overseers and other assigned representatives in the field. At all times their concern must be for Christ's brothers and his other sheep and for the vindication of Jehovah's sovereignty.—1 Tim. 3:1-7; Titus 1:5-9; Phil. 2:1-4, 19-21.

72. MEDICAL CARE FOR SPECIAL FULL-TIME SERVANTS: The Branch Committee should feel a certain responsibility to assist with the medical needs of brothers and sisters in special full-time service. It is appropriate to **show consideration and helpfulness toward all in special full-time service**. We want to see that all such volunteers are kept in good health. The longer one is in the special full-time service and the older that one becomes, the more consideration can be shown. However, if a person has been less than five years in the special full-time service and it is found that he really is not physically or otherwise able to meet the requirements of that service, it may be necessary to let him transfer to the pioneer service or to whatever he is able to do and let him take care of any future health needs.—See 2:57-62.

73. It is the intention that a portion of the reimbursement and the Personal Expense Account (PEA) be used for **incidental medical expenses**. However, Branch Committees should not insist that all funds in a full-time servant's Personal Expense Account be exhausted before the branch will assist in covering medical expenses. Other emergencies may arise during the year requiring that the individual draw on funds in his Personal Expense Account. When **major medical costs** are involved for those in **special full-time service five years or more**, we are willing to cover these if the branch feels it is appropriate and sends a recommendation to that effect. Of course, if a person is in a position and wishes to cover such expenses himself, if his family or the congregation wish to assist, or if he has insurance or other governmental provisions available, that is appreciated. But, if an individual feels that his health care needs are beyond what he can reasonably cover, he may ask for assistance. The Branch Committee can approve requests for such expenses up to U.S. $1,000. If the expense is in excess of that, the matter should be presented to the Publishing Committee with the recommendation of the Branch Committee.

74. For those who are recently enrolled as special full-time servants, it may be appropriate to arrange such financial backing on a loan basis. But for those who have been in such special service for 5 years or more, consideration may be given as individual circumstances require. Special consideration should be given to those who are 50 years of age and older and have been in the special full-time service for 15 years or longer. When brothers have spent a number of years in special full-time service and some disabilities arise, the branch looks after them and arranges for them to do service according to their physical ability.—See 2:61, 62; 8:13; 17:45.

75. At times **those in foreign service** (Bethelites in foreign service, international servants, or missionaries) prefer to receive medical treatment in their homeland. They can make such a request. However, it may be that very good medical treatment can be found within the country or in a nearby country. This also should be investigated. If the individual has to return temporarily to his home country for medical care and he is not in a position to cover the travel costs, the Branch Committee may recommend to the Publishing Committee that we pay all or part of the transportation costs.

76. EMERGENCY MEDICAL CARE: If any brother or sister in special full-time service is **taken ill suddenly** and medical attention or hospitalization is needed, the branch will see to it that proper care is given immediately and the branch will bear the cost of the expense if the individual cannot do so. If the special full-time servant wishes to assist in caring for these expenses, he may.

However, the Branch Committee should not pressure one to do so.

77. In connection with **all accidents occurring on the job**, the branch should take care of the expenses for any special full-time servant, whether young or old. The branch will bear such costs resulting from accidents, but the Branch Committee should report to the Publishing Committee any unusually large expenditures in this connection. Individuals may request that Personal Expense Account credits be applied to such costs, but they are not required to do so.

78. RECOMMENDATIONS TO THE GOVERNING BODY: When recommendations are sent to the Governing Body for elders to serve on the Branch Committee, in the circuit or district work, or as Bethel elders, please use the form "Recommendations to Governing Body." A separate sheet should be submitted for each type of service privilege. It will be appropriate for all of the committee making the recommendations to sign the form if possible, or for the one signing to indicate that all members of the Branch Committee have agreed to the recommendations being made if that is the case. A copy will be returned to the branch with the approval shown thereon.

79. Please inform us when any elder appointed by the Governing Body terminates his eldership for any reason or if one is transferred from one branch of service to another, or from Bethel to circuit or district work, so we can keep an accurate and up-to-date list. Deletions of Bethel elders and traveling overseers may be listed as such on the recommendations form when new recommendations are being submitted to the Governing Body. Deletions will not be acknowledged unless there are some questions.

80. BRANCH MEETINGS AND COMMUNICATIONS: The Branch Committee decides when to hold its regular meetings, according to the needs of the work. The committee should not postpone giving attention to its responsibilities or delay in providing the brothers with such information as may be needed in order to expedite their work. It is suggested that **in large branches there can be a weekly meeting** of the Branch Committee, but special meetings may be held when problems arise. **In small branches meetings can be held less frequently,** according to what may be practical, and also depending on the location of the members of the Branch Committee. For obvious reasons it is good if all members of the Branch Committee can live close enough to the branch to be generally available for such meetings. Minutes should be kept of all Branch Committee meetings.

81. The committee should always be available for the needs of the work. If some member is indisposed or absent, the committee can still function if there is a majority of the members present.

82. Committee decisions should be unanimous. If there is a difference of opinion and no unanimous agreement, then the matter can be referred to the Governing Body for decision. Furthermore, if the committee judge that a matter is of great importance, they should not decide it themselves, but send it to the Governing Body with any observations or recommendations they may have. It is left to the Branch Committees to give any details they believe pertinent to the subject when they report such cases to the Governing Body for consideration. If you wish to show the number voting for and the number voting against a certain issue you may do so. Certainly it would be necessary to have both sides of the question presented to the Governing Body. We would like to know why some individuals are for and why some individuals are against. If the chairman of the Branch Committee wishes to ask individuals of both sides to write their opinions he can do that. Then the chairman can send them all to Brooklyn. Or the committee itself can prepare the full report and send it on so that the Governing Body will be able to hear the matter first and then make its decision.

83. In view of the times in which we live and the possibility that great difficulties may arise in some countries, if not all, provisions should be made to try to keep the Kingdom work going, and especially to look after the flock of God no matter what circumstances or difficulties may arise. If a country should become isolated by war or other adverse conditions and it is impossible, at least for a time, to have any communications with the Governing Body, the Branch Committee will carry on in looking after the congregations and those who are dedicated servants of Jehovah God. Especially in a time of trouble it is important for the sheep in a flock to have spiritual food and guidance. Encouragement should be given to them to have regular meetings and continue worshipping Jehovah God. If conditions allow, publications will be provided. If new publications are not available, counsel can be given to review past publications and to study the Bible itself, not forsaking the assembling of ourselves together even though it may be in small groups.—Heb. 10:24, 25.

84. If conditions develop to the point where any members of the Branch Committee are taken away, those who remain should consider the qualifications of other proven elders who have years of experience in the work, and if there is a possibility of communication, make the recommendation of these to take the places of those who are not able to serve. **If communications with the Governing Body are not possible,** then the replacement elders can be asked to serve temporarily, and they can be made familiar with the functions of the branch organization and share in the shepherding of the flock. Every effort should be made to have committee meetings from time to time, depending on the conditions. If any individual member of the Branch Committee should find himself under surveillance and it is not advisable for him to try to meet with other members of the committee he may be able to send word to them concerning his position. In that event, another elder may be asked to step in temporarily to share in the activities of the committee. If conditions develop to the point where it is impossible to hold meetings because of a scattering of the committee, then each individual should continue to do what he can to shepherd the flock, having in mind what Jesus said at John 10:11-15, and always remembering to seek the guidance of Jehovah God through prayer.

85. Every effort should be made to communicate with the Governing Body if conditions will allow, and if it will not jeopardize the interests of the work. The Branch Committee in each land will know what the circumstances are and will seek the guidance of Jehovah and make a decision as to what is the best course of action at the moment. The Governing Body does desire to receive the reports and news concerning the Christians scattered throughout the world, but since future difficult conditions may develop, these provisions are set forth in connection with the functioning of the Branch Committees.

86. It will be practical if communications sent to the Governing Body can always be in English. Circumstances in some lands may prevent this. If one who knows English is taken away, the Governing Body will be pleased to receive communications in any language. However, communications in English may be answered more quickly than those received in other languages.

87. In order to expedite the handling of mail and to give good service to the organization throughout the world, the branch offices should **write separate letters on subjects for attention by the respective Committees.** For example, if the letter is for the attention of the Publishing Committee, please indicate this in the heading of the letter. In this way, when the branch mail is opened it can be distributed quickly, decisions made and answers given. If the letter is of a general nature, however, or contains several small points to be considered by different Committees, then it may simply be marked for attention by the Governing Body.

88. Envelopes from the branches may be addressed to the World Headquarters of Jehovah's Witnesses, 25 Columbia Heights, Brooklyn, New York 11201-2483, USA. Note the exception in 13:15.

89. EMERGENCIES: From time to time emergency situations arise throughout the world. Sometimes there are violent, damaging storms, floods or strong earthquakes. At other times brothers may be forced to flee from their homes because of war conditions or mob violence. When these problems occur it is proper for the branch offices to communicate with the headquarters in Brooklyn and explain what is happening and make a recommendation as to what might be done. When these reports come in, the Brooklyn headquarters would appreciate it very much if you would be able to state what the local brothers are able to do and what materials or facilities you have available to take care of the immediate needs of the brothers who have been affected by such disasters. However, at times it may not be possible for the branch to communicate quickly with headquarters, or there may be a need to do something immediately for some of the brothers who have been affected by the disaster. Therefore all of the branches will be allowed in these circumstances to spend up to $5,000 immediately for **temporary relief and assistance to the brothers who are involved in major disasters.** When this occurs the information will be included in the communication that is sent to Brooklyn. It is necessary to report how money is used in connection with the disasters and relief efforts because we are keeping a humanitarian aid account in addition to maintaining our established relief account in Brooklyn, and it is our wish to make appropriate charges on these accounts just as we do if we send funds to a branch to take care of a disaster situation.

90. HUMANITARIAN AID: In addition to major disasters, many of our faithful brothers suffer medical problems beyond their financial needs. As you are aware, *Organized to Accomplish Our Ministry*, pages 122 and 123, shows the first responsibility for such matters rests on the family of the individual, although at times material and other assistance is available through the congregation or through governmental or social agencies. When the individuals have exhausted such possibilities, the branches occasionally get pleas for assistance in connection with the necessities of life to help them obtain critical medications or with the cost of an operation. If the Branch Committee feels it is appropriate to assist financially in certain deserving cases because of lack of other support, it is left to the discretion of the committee to handle such matters, even up to US$1,000. Any request for humanitarian aid covering medical purposes beyond that should be referred to the Publishing Committee with an explanation and recommendation. Branch Committees will need to handle such matters with discretion and confidentiality so that the provision is not abused. Generally, this arrangement should be the exception rather than the rule. This information is not for publication to the congregations. However, if a congregation initiates a request for help from the branch, you may act upon it. This is in harmony with the generosity and kindness shown by the first-century congregation.—Rom. 12:13.

91. COUNTRY COMMITTEE: Where a Branch Committee is overseeing the work in more than one country, it has been found advantageous to establish Country Committees under the supervision of the branch office. This is done where there is a need to have staff in that land for administrative purposes. The Country Committee is composed of mature Christian elders recommended to the Governing Body by the Branch Committee. The brothers on the Country Committee will be responsible for the administration of the office and Bethel home in the country where they serve, handling correspondence, finances, and reports. Other countries may have no office at all because the work in those countries is under ban, but Country Committees may be appointed in such lands. They are authorized to **make appointments of congregation overseers and ministerial servants**. They make recommendations to the Branch Committee for brothers and sisters to serve as special pioneers and will generally cooperate with the Branch Committee for the advancement of the work in the country where they serve.

92. Country Committees are authorized to answer questions that local elders may have regarding judicial and other matters. If there is any uncertainty as to how such a matter should be handled, Country Committees will contact the Branch Committee. **They will also contact the Branch Committee if there is disagreement about how a matter should be handled**, even as a Branch Committee inquires of various Governing Body committees when the brothers on it have differing views on how something should be done. (Whether a Country Committee will tabulate the field service reports or send them directly to the Branch Committee for handling will be determined by the Branch Committee.) Country Committees will arrange for locations and times for circuit assemblies, special assembly days, and district conventions. The Country Committee does not need to recommend speakers to the Branch Committee or have its approval. Assignments for speakers are made in the country by the Country Committee or under its supervision. Literature distribution to the congregations should be handled as directed by the Branch Committee and a decision will need to be made as to how the literature depot will be set up and operated if one is not already in operation.

93. The Country Committee will recommend to the Branch Committee any brothers who might be used in the circuit or district work. The Branch Committee will send recommendations for the traveling overseers to the Governing Body. **Any major problems or questions that the Country Committee cannot resolve in line with *Branch Organization* or policy letters should be referred to the Branch Committee.** All mail from the Country Committee intended for the Governing Body or its committees, or for other branches, should be sent through the Branch Committee. Of course, if communication with the Branch Committee is not possible due to bans, persecution, or similar problems, it may be necessary to send information directly. When necessary, the Country Committee may write a letter to the Governing Body, but in such cases the letter should be sent through the Branch Committee so that if necessary they may write their comments in a covering letter to the Governing Body. Generally speaking, the Country Committee will not write directly to other branches. If persecution, natural disasters, civil strife, or other such problems, prevent communication with the Branch Committee, the Country Committee will give the needed supervision to the work until conditions return to normal and contact with the Branch Committee can resume. This would also mean that if there are any relief measures to be taken in behalf of the brothers, the Country Committee will give the needed oversight, bearing in mind the directions provided in *Branch Organization* related to such aid. It will keep the Branch Committee informed if at all possible.

94. The everyday oversight of the missionaries and missionary homes is under the jurisdiction of the Country Committee. However, problems such as illness, emergency leave, and any difficulties that require attention by a Governing Body committee, should be reported to the Branch Committee with the recommendations of the Country Committee. The Branch Committee, in turn, will write to the appropriate Governing Body committee, providing all of the details. In lands where there may be translation offices or literature depots, the personnel will be under the oversight of the Country Committee.

95. The handling of legal matters and the registration of legal entities will be under the direction of the Branch Committee. However, the Country Committee will be consulted as needed.

96. Each Country Committee member should have a copy of *Branch Organization.* Each one serving on the Country Committee should familiarize himself with the contents of this publication since much of what appears in it has application in principle to the work handled by a Country Committee.

97. The Branch Committee will recommend to the Governing Body which brother on the Country Committee should serve as coordinator. He will be responsible for coordinating the daily routine of work. A chairman will serve in a rotational arrangement for a period of a year following the same pattern as for Branch Committees.—See 1:47, 48.

98. Generally, a Country Committee will meet each week, or perhaps every second week, depending on matters needing attention.

99. It is hoped *Branch Organization* will be most helpful to all Branch Committees and Country Committees. The portions which apply to other volunteers should be made available to them so they will know how to properly discharge their assignments of service. It would be good for each member of the Branch Committee to **read this publication through** from time to time so that he is acquainted with branch procedure and policy. All within Jehovah's organization have to look to him and ask for the guidance of his spirit on their overseership to have his favor and blessing on their activities. They should recognize the instructions as they come through the Governing Body to all divisions of the organization. The Branch Committee should be foremost in recognizing theocratic instructions, studying them and applying them. If all on the Branch Committee, as well as others given assignments of service in the Bethel home, study this material, or the part that applies to their assignment, then it will be possible for all to work in unity and cooperation worldwide in the discharge of their duties. Branch Committee members especially should be well acquainted with the details in this manual so that they can help others within the branch organization to accomplish their work.

100. For the most part the things set out herein can be followed in all parts of the world. However, in lands where there are difficulties due to persecution or ban, then the Branch Committee may find it necessary to modify certain procedures or practices after consulting with the Governing Body.

Chapter 2

Bethel Family

1. The Personnel Committee of the Governing Body oversees the selection and invitation of new members of all the Bethel families. An application form (A-8) should be properly filed with the Branch Committee and kept on file for all members of each family. This application is first approved by the Branch Committee and then the essential information, that is, full name, date of birth, date of baptism, anointed or other sheep, marital status, male or female, years in full-time service, current assignment, recommended for what job at Bethel, and reasons as to why he is needed in Bethel service, should be sent to the Personnel Committee at Brooklyn, New York, for final approval. A few branches may find it necessary to invite persons to assist on a temporary basis. See that anyone who works at Bethel has meaningful work to do. If there is not enough work for a person to do, it is best that he be utilized in the preaching work. Branch Committees have the authority to call in those who serve as **temporary workers for three months or less**. However, when individuals are invited in on a Bethel application with the intent to keep them as temporary workers for one year or as regular members this should be approved by the Personnel Committee.

2. When making recommendations of new ones for Bethel service, please keep in mind that the **age requirements** are from 19 to 35 years of age. Those under 19 years of age should not be recommended. Special circumstances from time to time may require recommending a mature brother with a special skill to serve at Bethel although he is a little over 35 years of age. But this should be the exception. If such a recommendation is made, please tell the Personnel Committee why the brother is needed and what efforts have been made to find someone else who meets our basic requirements. We need to be careful in screening the applicants so that each one invited to Bethel is able to be a productive worker. At times an older married brother with special skills may be invited. Though the brother may be an excellent worker and fill a need, in some cases the older wife finds it difficult to adjust to Bethel, or perhaps she has health problems that make her a below-average Bethel worker. Although one department may benefit, another loses.

3. When someone leaves Bethel service, his name should be given when asking for a replacement. Those approved by the Personnel Committee may then be invited to become members of the Bethel family. In most countries when one becomes a member of the Bethel family, he takes a vow of obedience and a **simple vow of poverty.** (See 1:43) He is released from these vows while on vacation.

4. The first year, for new members of the family, is a year of training. Elders working closely with the new brothers should endeavor to help them appreciate their privilege of sacred service at Bethel in hopes that they will want to continue for many years. However, **if some do not prove suitable for Bethel service** the new member should be made aware of this as soon as it is observed and appropriate counsel can be given. It would be unkind and unscriptural simply to tell one at the end of the year that he has not proved satisfactory. Of course anyone may be dismissed or asked to leave at any time for improper conduct or for any other circumstance that may interfere with his Bethel service. In any case, such matters should be explained to him in a kindly manner and in a way to help him to make progress whether he stays at Bethel or leaves. We do want to help the new Bethel family members make a success of their service at Bethel with the goal in view of progressing in their theocratic activities.

5. BRANCH COMMITTEE: Since the Branch Committee acts representatively for the Governing Body, they will be keenly interested in the spiritual welfare of the family. An effort should be made to maintain a wholesome spirit among all the members of the family. It is good to welcome suggestions and use them if advisable. Members should feel that the Branch Committee is there to help and of course the members of the committee should be approachable at all times.

6. BETHEL ELDERS: Bethel elders are those who qualify to serve in a special capacity in Bethel in addition to their assignment as elders in a congregation. They are **appointed by the Governing Body** from recommendations made by the Branch Committee. The qualifications of all brothers in Bethel who have served as congregation elders for at least three years should be **reviewed at least once each year** to see if they qualify to be recommended as Bethel elders. Recommendations to the Governing Body by the Branch Committee should show the date of birth of those recommended, date of baptism, and the reasons why those recommended should be Bethel elders.

7. Qualifications of all elders are found in 1 Timothy 3:1-7; Titus 1:6-9; 1 Peter 5:2, 3, and in other scriptures. A Bethel elder not only meets the Scriptural qualifications for elders in a congregation, but does so in a fuller and more complete way, so that he is equipped to handle more exacting responsibilities in the realm of Bethel service.—Luke 12:48.

8. The qualifications as stated in 1 Timothy 4:12 to be "an example to the faithful ones in speaking, in conduct, in love, in faith, in chasteness" should be applied when recommending a Bethel elder. This would include his conduct in the home, at work, at the table, and in all of his affairs, even those outside of the congregation. Does he build up and support the operation of the Bethel home, or is he unjustly critical and a complainer? Does he take his assignments cheerfully and is it pleasant to work with him? Is he approachable and one whom the brothers would want to go to with their problems? If married, does he fulfill the Scriptural requirements of a Christian husband? Is he a good example for all in the family?

9. Very young brothers or those new in the Bethel family who have not demonstrated their qualifications long enough would most likely not be recommended. The Branch Committee should not be hasty in making its recommendations even though some persons may qualify in their local congregations. (1 Tim. 5:22) If in doubt, it is best to wait. But all who do qualify should be recommended. Circuit and district overseers who become members of the Bethel family may be recommended whenever it is felt appropriate, perhaps after a short period to adjust to Bethel service, if it appears they qualify. One who is a Bethel elder would not usually be removed unless guilty of serious misconduct. Older brothers who are elders may not be able to speak as well and do as much in the field service as some of the younger brothers, but there is no reason to remove them if they do qualify Scripturally and their judgment is good. These older ones do serve as fine, loyal examples in the congregation of God and at the Bethel home where they live and work.

10. It may be that a brother qualifies as a Bethel elder because of his good judgment and is well respected and can give wise counsel to the brothers and sisters. However, he **may not have all the qualities of a public speaker** who could be assigned out to serve other congregations. The Branch Committee could recommend him as a Bethel elder, but he would not be used for speaking assignments. Later on he may improve and could be used as a public speaker also. The Branch Committee will decide this when appropriate.

11. In some larger branches it may be advantageous to have **elder groups** made up of Bethel elders to share in the responsibility of assisting the Branch Committee as they take care of the brothers and sisters who are members of the Bethel family. (Titus 2:6, 7) The elder groups may help in making recommendations or with any problems that individuals may have. In this respect they do not decide on the every-day operation of the branch or changes that are to be made. They principally assist in giving commendation and in caring for personal problems. Of course, the Branch Committee is free to seek information or suggestions from such elder groups.

12. Branches should arrange to have a **Bethel elders' meeting** twice a year. Responsible Bethel elders can be asked for their suggestions on subjects to be discussed. Thereafter, the Branch Committee can assign committee members or selected Bethel elders to develop outlines and present these in brief talks to the assembled elders. This regular communication with the Bethel elders is helpful in keeping them well informed and provides an opportunity to encourage them and assists them to fulfill their responsibility within the branch arrangement. The Branch Committee may request sample outlines from the Personnel Committee for such meetings if they desire.

13. BETHEL SPEAKERS: Often congregations near the branch office will write the <u>branch</u> requesting a public speaker from among the elders on the speaking list at Bethel. Bethel speakers may be supplied to the congregations within a radius of 200 miles of Bethel if that is practical for your country. The travel distance should be limited to allow the speaker to return by train or bus or private transportation to Bethel and get a good night's sleep Sunday night so that he will be able to do a good day's work on Monday. If any speakers make their own arrangements with congregations, they must take care of expenses for travel. This applies also to requests for speakers from over 200 miles away which must be handled on a private basis.

14. Only elders who are well-qualified speakers should be sent out by the <u>branch</u>. **Not all elders are qualified speakers.** When congregations request speakers and assignments are made, the public speaker appointment letter (S-35) will be sent to the congregation and the speaker will be sent the Bethel Speaker Appointment Slip (S-37). Generally we do not assign brothers away from their congregation on speaking assignments more than once a month.

15. On completing the assignment the speaker will fill out the form (S-37) and turn it in. The <u>branch</u> will pay only the round-trip fare of the speaker on these appointments. Often the congregations reimburse the speaker for his carfare or are pleased to help with the cost of transportation. If the speaker is married and his wife travels with him, she must pay her own fare as it is not covered by the <u>branch</u>. If a brother uses his own automobile for transportation, then he may be reimbursed at the same amount per mile or kilometer for gasoline as is given for circuit overseers in your country. (See 4:74) If the congregation does not supply meals, the speaker may be reimbursed for this expense also.

16. Bethel speakers are expected to share with the congregation in the field service the weekend of their public talks according to local arrangements.

17. AVOIDING PARTIALITY: Individuals do have problems large and small and they desire to have someone with whom to talk, so that they may ask questions and receive Scriptural counsel and guidance. The Branch Committee will need to be good listeners and show kindness and patience.

18. All Branch Committees are asked to give careful and prayerful consideration to avoiding partiality in the branch organization and in Bethel, doing so as a committee and not just as one member thereof. (Jas. 3:17, 18; Rom. 2:11) In keeping with 1 Timothy 5:17, 18, when there may be reason to provide something extra for someone, it should be done openly and in a manner that all will appreciate and understand, thus eliminating any appearance of secrecy or favoritism. Thus individuals who may be involved in such matters, whether receiving extra help or doing any work in connection with it, will understand the situation and there will be no reason for gossip or hurt feelings.

19. It is proper to **commend the brothers** and express appreciation for their work. Assure them that they are needed. This does much for their happiness and a happy family is a productive family.—1 Cor. 12:25, 26.

20. OVERCOMING PROBLEMS: Anyone in the home should feel free to talk to any Bethel elder about any problem he may have. If it has to do with a problem at work, it is usually best to talk with the department overseer. However, anyone may go to any Bethel elder if there is some personal reason for doing so. If it is urgent and one wishes to leave a work assignment to talk with an elder about some personal problem, he should explain this to the work overseer and get permission to leave. If the problem needs immediate attention, the Bethel elder should do what is necessary, but otherwise he will make an appointment that will not disrupt the work.

21. If a married sister has a problem, she should talk this over with her husband first. (Eph. 5:22, 23) If this is a work problem, her husband may suggest that his wife go to her work overseer or the two of them may wish to go to him. If necessary they may take the problem to the Branch Committee. Single sisters may approach any Bethel elder for counsel. It may also help younger sisters to get a more balanced view of things if they talk with some of the older sisters.—Titus 2:3-5.

22. When brothers have problems among themselves that they cannot settle, they should feel free to approach any of the Branch Committee or any of the elders in the family. If problems are allowed to grow, if ill feelings spread, and personal differences become magnified, the work suffers. There are many reasons why problems arise, but there is no reason why they should continue.—Jas. 3:2, 10, 17, 18.

23. All Bethel elders should have the same concern Paul had as expressed at 2 Corinthians 11:28, 29. The Branch Committee especially should be alert to help the family keep a balanced view of matters.

24. Some brothers try to impose their consciences on others and insist that everyone see things their way. (Rom. 14:1-4) Others may look for something to criticize and then build up a list of complaints, trying to get support from others. (Rom. 12:17, 18) Older brothers may use 1 Timothy 5:17 to suggest they should have special privileges and be an exception to others. Rather, all should take to heart Luke 22:25, 26 which explains that all are brothers. If a sister, especially the wife of one of the overseers, feels she has special privileges, or if she insists on saying how things should operate, there will be problems. (1 Tim. 2:11, 12) Usually some kind, understanding counsel will correct any such trends before they become deeply rooted.—Gal. 6:1.

25. The Branch Committee should be able, calmly and Scripturally, to help the brothers keep a right balance and find joy in working together in the home.

26. JUDICIAL COMMITTEES: Anyone coming to know of **serious misconduct** on the part of a member of the Bethel family should advise the offender of his obligation to bring this to the attention of the Branch Committee or of a Bethel elder. The one having knowledge of the offense should also make a report to the Branch Committee so that the organization will be kept clean. (Lev. 5:1) This should be done whether the offender follows through or not.

27. PROCEDURE: If the elders of the congregation a Bethel family member is attending become aware of an accusation against the Bethelite, they should immediately contact the branch office for direction. If the accusation involves the Bethelite's conduct with someone in his congregation, or if the offense was committed in his congregation environment, the Branch Committee may determine that it will be most practical to have the local elders investigate and handle the case to the extent necessary. Otherwise, the matter will be handled at Bethel. In either case, two elders will investigate the allegation. If the accused is under consideration for a theocratic assignment, it should be held in abeyance pending resolution of the case. If, after investigating, the Bethel elders determine that the charges have no substance or that no further action is needed, they should inform the Branch Committee in writing of their findings. If the Bethel elders determine that a disfellowshipping offense has been committed, the Branch Committee will appoint a judicial committee.

28. JUDICIAL COMMITTEES IN THE CONGREGATION: If it has been established that a Bethel family member has committed a disfellowshipping offense that **involves his congregation**, the congregation body of elders should inquire of the branch office immediately as to how to proceed. **The branch office will determine whether the local body of elders should convene a judicial committee, or whether the case should be handled by a judicial committee at Bethel.** If the local elders are directed to appoint the judicial committee, the case will be handled in an expeditious manner just as a judicial case would be handled for any publisher in the local congregation. They would immediately advise the branch office of the final decision.

29. JUDICIAL COMMITTEES AT BETHEL: These are appointed **to handle offenses that are the basis for disfellowshipping** the same as handled in the congregations. The judicial committee and its chairman are appointed by the Branch Committee. Qualified Bethel elders who are in a good position to render a balanced and just decision would be appointed. Though the judicial committee is usually made up of three Bethel elders, it could include four or five due to the gravity of the offense and other factors. Branch Committee members would not serve on judicial committees if other qualified brothers are available to do so. Thus, if needed, some Branch Committee members would be available to serve on an appeal committee. Though the judicial committee may want to consult with members of the Branch Committee before reaching a conclusion, the judicial committee alone should make the decision. The report to the Branch Committee will be made out using the form Judicial Committee Summary at Bethel (A-7).

30. APPEAL COMMITTEES AT BETHEL AND IN THE CONGREGATION: If the judicial committee's decision is that the Bethel family member is disfellowshipped (either at Bethel or in the congregation), **he may make an appeal in writing to the Branch Committee**. The Branch Committee will select an appeal committee of Bethel elders, one of whom will be appointed to serve as chairman. **The appeal should be heard in an expeditious manner even if the basis for the appeal does not appear sound.** In the case of disfellowshipping, he should be given the usual seven days to make this appeal even though he would normally leave Bethel on the day the original decision was made. No announcement of the disfellowshipping should be made until either the appeal has been heard or seven days have elapsed.—*ks*91, pages 121-2, 124.

31. If one is disfellowshipped or judicially reproved and therefore must leave Bethel, a letter should be sent to the body of elders of the congregation that he will attend so that the elders may be able to assist him to regain his spirituality. A copy of the judicial committee's report (either from Bethel or from the congregation) should be sent to the Service Department which will write the letter to the body of elders. In the case of disfellowshipping, the form Notification of Disfellowshipping or Disassociation (S-77 or S-AB-77) should also be included. Branches that use the S-AB-77 form should also use the S-79a and S-79b cards. If reinstated, the S-77 form (or the S-79b card) should be signed and returned to the Service Department. An announcement should be made to the Bethel family in cases of disfellowshipping. In the case of those judicially reproved, the Branch Committee should use good judgment in determining whether or not an announcement should be made.

32. ROOMING: Rooms are assigned according to individual **seniority based on time spent in full-time service** of the senior roommate. (See 2:42-44; 17:47, 54.) When the one who obtained the room leaves it is put up for bid again. As a general policy two persons are assigned to each room. The Branch Committee should take into consideration such matters as the number of rooms available and the number of people to be housed, the size of the rooms, age, health, years of service, and other factors. In some isolated instances involving elderly persons or other extenuating circumstances, adherence to the policy of two persons to a room may result in distress and hardship to one or both roommates. If a problem arises that the Branch Committee is not able to solve, they may write to the Personnel Committee making recommendations and explaining the problem.

33. VACATION TIME: Vacation time is a period of exemption from regular work granted to a worker for rest and relaxation. It can be used to attend Christian assemblies, share in field service, see to personal matters, travel, visit friends, or do whatever a person desires within Christian prerogatives. (Col. 3:23-25; 1 Cor. 10:31) The following vacation arrangements for Bethel family members which apply vacation time to working days only also apply to circuit and district overseers and school instructors except for the provision for Saturday mornings off.—See 4:77.

34. Vacations are allowed to all members of the Bethel family according to service months and service years. A service month begins with the first day of any month and ends with the last day of the same month, for example, March 1, 2003, to March 31, 2003, inclusive. A service year begins on September 1 and ends on August 31, inclusive.

35. All who come to Bethel are granted **one day of vacation for each full service month in Bethel service,** or 12 vacation days for each full service year. Partial months do not count for vacation time. These vacation days may be used as desired after they are earned or allowed to accumulate to be used at any other time. **Vacation is credited to a person after the end of a calendar month,** not during the month. If one has worked the full month of March, from March 1 through March 31, he is granted one vacation day that he may use in April, or later on.

36. Additional vacation time, when granted, is always credited on September 1, at the start of the next service year, and never during the service year. No one can give his vacation time to another person, with the exception that married couples may share vacation time.

37. FIRST INCOMPLETE SERVICE YEAR IN BETHEL SERVICE: When one first enters Bethel service, he will receive one vacation day for each full calendar month that he or she has worked. Again, partial months in which one has worked do not count for vacation time.

38. ADDITIONAL VACATION DAYS: After two complete years or more in Bethel or another form of full-time service, or upon reaching the ages of 45, 60, or 65 (as explained later), additional vacation days will be granted, as follows:

39. One additional vacation day will be given for each two full years of full-time service seniority until 36 years have passed. At this time an individual will receive 12 regular vacation days for his work and an additional 18 days will be granted for his faithful years of service. To illustrate how this arrangement will work: Those who have been in Bethel or another form of full-time service for two complete years will receive one extra day of vacation thereafter; those who have completed six years will receive a total of three additional days of vacation thereafter, and so on. These days will continue to accumulate until 36 years and 18 additional days of vacation have been reached which would be the maximum that anyone could receive for any one year. These additional days will be added to vacation time on September 1 for the coming service year. For provisions for Bethel workers who are Gilead graduates see 8:30, 33.

40. AGE AND ADDITIONAL VACATION DAYS: When one reaches **the age of 45,** prior to completing 12 years of full-time service, he will be granted 6 extra vacation days and will continue to progressively increase his vacation time the same as those who have served at Bethel or another form of full-time service 12 years or more. This will become effective at the end of the service year during which he or she becomes 45 years of age.

41. When one reaches **the age of 60,** prior to completing 24 years of full-time service, he or she will be allowed 12 extra vacation days per service year. This will become effective after the end of the service year during which he or she becomes 60 years of age. When one reaches **the age of 65,** prior to completing 36 years of full-time service, he or she will be allowed 18 extra vacation days per service year. This will become effective after the end of the service year during which he or she becomes 65 years of age.

42. UNINTERRUPTED FULL-TIME SERVICE: Members of the Bethel family who have served in Bethel or in the district, circuit, missionary, special or regular pioneer service will receive credit toward additional vacation days. This credit toward additional vacation days will be made on September 1 of the first service year after entering Bethel. Those leaving Bethel, the district, circuit, missionary, or special pioneer service and entering regular pioneer service will not experience an interruption in their full-time service if they apply and are appointed as regular pioneers within three months. Those coming to Bethel from district, circuit, missionary or special pioneer service will have their vacation records transferred to Bethel.

43. INTERRUPTED FULL-TIME SERVICE: Members of the Bethel family who have served in Bethel or in the district, circuit, missionary, special or regular pioneer service previously, but who have had to leave that service will receive credit for their previous service toward additional vacation days. So, if an individual had to go home to take care of an incapacitated, aging parent, for a year or more, regardless of how long the interruption may have been, and thereafter returns to full-time service, he will still get the benefit of his former full-time service. This credit will begin to count toward additional vacation days on September 1 of the first service year after entering Bethel.—See 2:79.

44. This will affect some seniority dates which are considered in assigning Bethel rooms, and other matters where seniority is involved, including Personal Expense Account credits. Of course seniority and Personal Expense Account credits also take into consideration the actual date of entering or reentering full-time service.

45. UNFORESEEN CIRCUMSTANCES DURING VACATION: If, while on vacation, some unforeseen circumstance would arise where one would desire more of his earned vacation time than he had given notice of, he should inform the branch office by telephone of the additional days he will be away. Upon returning to Bethel a vacation notice should be submitted for the additional days taken. If one gets sick while on vacation, he cannot expect that the time he is away sick will be allowed him on another occasion. These sick days while on vacation will be counted as vacation time. It is wise to save vacation time for unexpected occasions.

46. SATURDAYS OFF: Brothers under 50 years of age are allowed to take two Saturdays off during each full calendar month of service. Brothers from the ages of 50 to 60 years are allowed to take three Saturdays off. Brothers 60 years of age and older are granted all Saturdays off. Field service is encouraged in connection with the use of some Saturdays off. Additionally, all elders and ministerial servants serving at Bethel may have time off from Bethel work on Saturday to work with their congregations during the visit of the circuit overseer. This time off is only available for that purpose.

47. Sisters under the age of 30 are allowed to take two Saturdays off during each full calendar month of service. Sisters from the ages of 30 to 40 are granted three Saturdays off. Sisters 40 years of age and older may take all Saturdays off.

48. Anyone taking such Saturdays off should give written notice to his overseer one full week in advance so that plans can be made for a replacement if necessary. Brothers 60 years of age and older and sisters 40 years of age and older need not turn in a notice, except when turning in vacation notices.

49. Saturdays off cannot be used during another month. They are not deducted from vacation time. They can be combined with vacation time. A brother who has arrived during a part of a month will not get any Saturday off during that first calendar month. When he enters his second calendar month at Bethel, he may use his allotted Saturdays off as described above if he turns in his notice a week in advance.

50. TIME OFF FOR CONVENTIONS AND VACATIONS: The Governing Body determines the number of days off for members of the Bethel family to attend a convention. If days off are allowed for the Bethel family to attend a convention, the branches will be notified. If it is a four-day convention, this would be two and a half working days off; if it is a five-day convention, this would be three and a half working days off, or whatever time is allowed for the convention. This time is specifically set aside to enable Bethel family members to take in a convention and should not be used for any other purpose.

51. Since members of the Bethel family are allowed certain Saturdays off each month, one may wish to use this time off in connection with the district convention time. He may use this as a half day before the convention or after the convention to travel. He should, of course, put this in with his notice to leave for his district convention. Other than this, one is not allowed to leave early or take other extra time to travel to a convention or on vacation unless it is taken from vacation time.

52. One is allowed to have Saturdays off to attend the circuit assemblies as well as the special assembly day of his assigned congregation when these fall on a Saturday. This is so he may be with his congregation to assist and get the full benefit of the spiritual feast, setting a good example to all.

53. Written notice should be submitted at least one full week before taking such time off. Time off is not given to go to any other circuit assembly or special assembly day except in such cases where the work of the member of the Bethel family requires his attention, in which case he can be off from his work for the purpose of attending the Saturday program of an assembly of another circuit. These would be exceptional cases and would need to be worked out by the individual member of the Bethel family and his overseer.

54. EXTENUATING CIRCUMSTANCES: Members of the Bethel family are normally allowed to arrange their vacation time as they prefer and to divide the time as they wish, but not less than one-half days. However, this is subject to the requirements of the work at Bethel.

55. The Branch Committee may find it necessary at times to control the number of those who are away from Bethel at any one time. Extenuating circumstances may arise which the committee concerned can consider and decide what is best and reasonable in line with the above provisions. The Kingdom interests should be foremost in all our endeavors.—Matt. 6:33.

56. MEDICAL CARE AND EMERGENCY MEDICAL NEEDS: See 1:72-77.

57. FIRST FIVE YEARS AT BETHEL: A person who comes to Bethel should be in good health and have his personal affairs so arranged that he will be able to devote himself to his Bethel service within the framework of the arrangements we have for vacations, health care, and so forth. In other words, he should be physically, mentally and circumstantially able to adjust to Bethel and give consistent attention to his work assignment.

58. What if individuals in their first five years of Bethel request time away from work other than their vacation time? It could be to care for some **health matter, or possibly a family emergency** such as a death in the family. While it is not desirable for individuals to be away from Bethel other than during their vacation, there could be a reason making it necessary. Each request would have to be handled individually, taking into consideration the recommendations of Bethel elders, the individual's attitude, work habits, general health, the valuable experience, knowledge and ability he has gained and can contribute to the work, and so forth. There is no automatic arrangement for one to take time away from Bethel family responsibilities other than vacation time to care for personal family matters. However, this could be done with concern for the individual and with the interest of the Kingdom work in mind. In some cases it may be best for the individual to leave Bethel and reapply when he has his affairs in order again. In any instance where one is granted time because he is in need of health care outside of the regular provisions at Bethel it is understood that the individual will pay his own expenses.

59. In the case of a married couple, the above would apply to each one individually. That is, each one should have good health and be able to shoulder his or her own responsibility as a member of the Bethel family. If time away from work has been granted to a married person to care for a health matter, emergency or a Scriptural responsibility and the mate feels he or she should go along, this may be all right. However, the Branch or other appropriate committee would have to give its approval, taking into consideration what has been stated above. Where a married individual has a particular contribution to make to the Kingdom work, more than the usual consideration might be shown that one, especially where one has been in Bethel service for many years, though the marriage partner may be relatively new.

60. If during his formative years as a member of the Bethel family it is noted that he misses a number of work days, say 15 to 20 days in a year's time, the committee will want to be aware of this. Was there a case of unusual prolonged illness, accident or operation, or is the person's health generally poor so that it is expected he will miss a similar amount of work each year? Was there an unusual family emergency that took time to care for, but not likely to be repeated? While these are matters that were considered when one was being trained during his first year, they should continue to be given careful consideration during the first five years of one's Bethel service. There is no need for individuals to lose their vacation because they missed a certain amount of work, but we do want to consider with individuals whether Bethel is really the place for them. The goal is to keep the organization strong, and yet at the same time give consideration to the needs of individuals. The Personnel Committee can be consulted in unusual cases.

61. After one has been at Bethel for five years he is reasonably well established as a member of the Bethel family. Unexpectedly he may develop a health problem or be faced with a family emergency or a Scriptural responsibility that may take him away from his work and even from Bethel for quite a time during the year, perhaps beyond the period allowed for vacation. In these cases, while there is no automatic arrangement for one to receive time away from work, the longer one has been at Bethel and the older that one becomes, with more years of unselfish devotion to Jehovah's service, the more consideration can be shown.

62. If one is still relatively young even though he may have been at Bethel for more than five years, he should be able to do his work without missing a great deal of time. If such a one consistently misses work due to poor health or other problems, the committee will want to consider what can best be done to help him. In some cases it may be he should consider leaving Bethel if there is no reason to believe that there will be improvement. Of course, if one has spent a good portion of his life in Bethel service and works diligently to the extent his health permits, we certainly want to look after such a person and not in any way make him feel like a burden to Bethel. When members of the Bethel family have spent a number of years in special full-time service, perhaps fifteen or more, and some disabilities arise, the branch will make some provision for them and arrange for them to do **service according to their physical ability.**

63. If more than 24 working days away from Bethel are needed in any one service year, beyond what is allowed for vacation, to care for health, family emergencies or one's Scriptural responsibility, the individual's years of service and the contribution he is making to the work at Bethel would have to be weighed in making such an allowance of time. If the Branch Committee believes the time should be granted in these unusual cases, they should provide the Personnel Committee with the necessary facts with their recommendation and should await a reply.

64. In any case where the Branch Committee may not be unanimous, they may write the Personnel Committee if time permits, and, if time or the urgency of the situation does not allow for this to be done, the majority decision of the Branch Committee should hold.

65. In an exceptional case a member of the Bethel family may need **several months to care for a Scriptural responsibility,** and it may be that such a one could leave Bethel and be encouraged to return as soon as matters have been cared for. While we could not guarantee that he would be able to keep the room he leaves, it might be possible that for a period of a year the room could be used as a guest room. Then, if he came back within a year, he could return to the same room. He could either take his furniture with him, leave it in his room, or we could store it if space allowed. The details would have to be worked out with concern for the arrangement at Bethel and the needs of the individual in mind.

66. REIMBURSEMENTS: The reimbursements given Bethel family members may change from time to time and each branch receives direction from the Governing Body regarding this matter. The amounts that pertain to each branch are shown on the Record of Reimbursements form (A-29). Concerning reimbursements for those serving abroad, see 2:80.

67. Reimbursements should always be set in even units of currency. Any odd amounts will be dropped. The reimbursements for the Bethel family may vary slightly from country to country due to local circumstances.

68. Where a Branch Committee coordinator and others are **working in a branch only part time,** say two or three days a week, and the rest of the time is spent in the missionary field or other full-time service, the monthly reimbursement is adjusted according to the time spent in the branch and the time spent in the other full-time activity. For example, if a branch worker works three days a week, eight hours a day, then he would be in the branch office twelve days a month. This is about half of the working days of the month and so he would get half of the Bethel reimbursement and half the reimbursement for his other full-time activity. Adjustments can be made from time to time according to circumstances or according to recommendations of the zone overseer, if approved by the Publishing Committee.

69. Those in special full-time service living in the branch always receive the established monthly reimbursement.

70. ADDITIONAL PROVISIONS: Some branches have requested what has been termed a **"travel reimbursement"** for Bethel family members to help them get to meetings and in service. Where a Branch Committee sees a need, additional travel assistance can be given to persons in the Bethel family, special pioneers, missionaries, and international servants, in the form of the Automobile Expense Account (AEA). This is slightly different from the provision made for circuit overseers since the cost of operating a vehicle for Bethel family members is often supported by ride contributions from passengers. The amount helps cover vehicle expenses in connection with fuel and current operating cost but not depreciation expense. Bethel family members are encouraged to car pool wherever possible to reduce costs. Each individual will need to keep a daily and monthly record of congregation mileage activity in order to submit periodic requests for a credit of the AEA mileage or reimbursement which may also be done periodically. AEA funds should be requested by the end of the calendar year if desired. December's AEA request should be submitted no later than January 25 of the following year. It is not approved to carry over funds from one calendar year to the next.

71. To qualify, an individual must have at least a properly licensed four-passenger vehicle and a valid driver's license. Requests should be based on the distance to the individual's assigned congregation, covering miles or kilometers traveled to congregation meetings, elders meetings, field service, shepherding, responsibilities in assigned circuit assemblies and special assembly days. Privately-arranged travel to give talks in other congregations or to assist other congregations with maintenance or construction or to district conventions or for shopping or visiting friends would not be covered. The credit is based on current fuel prices for diesel or regular grade gasoline as established by the Branch Committee at the beginning of each calendar year and may be figured at up to but not exceeding 8 percent of the cost of one gallon of such fuel or 19 percent of the cost of a liter of regular grade gasoline or diesel fuel for each mile or kilometer respectively. An annual limit should be established by each branch up to a maximum of 12,000 miles or its equivalent depending on local needs. Requests for AEA reimbursement may be submitted by filling out the Auto Expense Account Requisition (AO-5).

72. PERSONAL EXPENSE ACCOUNT: Members of the Bethel family each have what is called a Personal Expense Account. This account is for one's personal needs, health, and so forth. A ledger sheet will be made out for each member of the Bethel family, missionary, special pioneer, circuit and district overseer. This account is customarily credited only once a year on January 1 and may not be drawn on until such credit is given on January 1 for the previous year, except for persons going to Gilead, or those leaving special full-time service. (See 8:6.) While a certain sum is stipulated for each month of the preceding year for each individual, it is not customarily credited until the beginning of the following calendar year when the credit is given in a lump sum. A statement should be issued showing the balance before the credit, the amount of the credit, and the current balance as of January 1 each year. When a person leaves special full-time service, we will close out his account by issuing a check if the balance is over U.S. $1. Anything less is considered a donation. (See 17:48, 49.) This arrangement is also provided for international servants and full-time commuters. <u>Anyone going to Gilead or leaving special full-time service before the start of the calendar year may request PEA funds for the months he has served, and he will be given those funds. Except on request, no payments will be made for partial years for someone leaving special full-time service.</u>

73. The amount of credit as shown on the Record of Reimbursements form (A-29) is raised the month after a person has passed the five- or ten-year mark.

74. These accounts may be kept either in U.S. dollars or in local currency. It is often convenient to keep the account in local currency but when that is the case the payment should not exceed the dollar limit at the current exchange rate. When the account is kept in U.S. dollars the reimbursement against the account will customarily be given to members of the Bethel family or others in special full-time service in local currency at the current rate of exchange. At no time will any change be made in credits for Personal Expense Accounts without first consulting the Publishing Committee. The same is true with regard to credits for circuit overseers, district overseers, missionaries, and special pioneers. These reimbursements are established by the Publishing Committee and are recorded at each branch on the Record of Reimbursements form (A-29). Starting with the credits to the PEA accounts beginning May 1, 2000, the categories for PEA will depend on the cost of living. Persons with a seniority of from one to five years should receive 75 percent of the maximum PEA which is received by those with ten or more years of seniority. This should be rounded in local currency not to exceed that amount. The five- to ten-year category would receive 88-1/2 percent of the maximum PEA. The maximum PEA figures would be US$30 for branches with a cost of living under US$200; US$35 for branches with a cost of living between US$200 and US$400; US$40 for branches with a cost of living between US$400 and US$600; and US$50 for branches with a cost of living over US$600. However, the PEA figures should be in harmony with the recommendation of the Branch Committee up to the amounts mentioned according to the local need for the brothers who are special pioneers, missionaries, circuit overseers, and Bethelites, as approved for their country.

75. In some countries there are full-time workers in a branch office that live outside with their families. These principally are translators and special reimbursements are designated for them. They do not come under the rules of the full-time members of the Bethel family that live in the Bethel home. Their reimbursements are specially arranged by the branch with the Publishing Committee.

76. To obtain funds from the Personal Expense Account, an individual must **make request by requisition,** which in turn is checked to see if the balance is available in the account and then approved for payment, but never for more than one has in his account. Receipts for paid bills should be submitted if the branch needs to have such for tax or other legal reasons and in this event the receipts are attached to and filed with the requisition. If in such a branch needing to have the receipts, someone needs funds before making the purchase, he should later file purchase receipts covering the reimbursement.

77. A husband is permitted to use credit on his Personal Expense Account for payment of bills for his wife or immediate family, or a wife may pay the bills of her husband or family from her account. In the event of the death of a mate, the surviving mate may benefit from the balance left in the PEA of the one who is deceased.

78. It is recommended that the Personal Expense Account be used as needed rather than all at once early in the year, especially with a view to maintaining some balance in the event of health needs.

79. Personal Expense Accounts **are closed out if one leaves** the lists of those in special full-time service (Bethel, circuit and district, missionary, or special pioneer) **for a period of more than three months**. For example, if one left Bethel on March 31, and began special pioneer work July 1, his Personal Expense Account would not be closed. He had a break of three months, but not more than three months. However, if it is necessary for a member of the Bethel family, for example, to go home for even four or five months or some such period to take care of certain family obligations, and the Branch Committee receives approval from the Personnel Committee of the Governing Body for emergency or health leave, we still consider the person as a member of the Bethel family, and so the Personal Expense Account is not canceled as would be the case if someone dropped out of the special full-time service for a period of more than three months of his own choice. The reimbursement may also be given while on short emergency leave in such special cases if it seems appropriate due to years of service.

80. All those regularly assigned to special full-time service in a certain country will receive their Personal Expense Account according to the amounts approved for the country where they are serving regardless of their country of origin. If an individual wishes to have the credit that he receives on his PEA paid out in another country, that can be done on request with payments being made in the currency of the other country up to the amount approved for the country in which he is serving. All those in special full-time service who are serving temporarily away from their usual assignment **three months or less** may receive the Personal Expense Account payments according to the rate in their home country, even for the months they are serving abroad. For those serving abroad for **a period more than three months**, the Personal Expense Account payments will be prorated and for the months they are serving abroad they will receive payments according to the rate approved in the country where they are serving. The same arrangement applies to monthly reimbursements. If the person will be away for more than three full months as of January 1, the country where he is serving should receive information providing the balance in his PEA account and the necessary figures so that the branch where he is temporarily assigned can handle it for him until he returns to his usual assignment.—See 8:23.

81. TAXES AND INSURANCE: Any kind of **individual income taxes** collected by the government on income as well as any kind of compulsory insurance which applies to members of the Bethel family and others in special full-time service in the country, will be paid by themselves.—See 1:45-46; 6:52-54; 9:19.

82. INSURANCE ON VEHICLES, BUILDINGS AND PROPERTY: In most countries there is compulsory third-party (liability) insurance on vehicles and the organization complies with the law by getting such insurance on its own cars and trucks. This third-party insurance covers other persons and property, not the branch's. We do not generally buy insurance to cover fire, theft, vandalism, or collision on branch vehicles, unless required by law.

83. We do not generally carry insurance for members of the Bethel family or others in special full-time service on their cars or property. Any costs for such insurance will be covered at the expense of the individuals. **The Society does not accept responsibility for loss of things** kept by brothers at Bethel. However, exceptions may be made on the recommendation of the Branch Committee to help those in special full-time service cover losses of essential personal items due to robbery, warfare, or natural disasters. It is appropriate to counsel those serving in potentially dangerous areas not to keep unnecessary items of value in the home apart from what is needed for the ministry or that make them feel at home in their assignment. Missionaries should not expect compensation for the loss of vehicles, jewelry, and other such items. Additionally, we encourage the branch to instruct the missionaries to be modest in what replacement items they obtain.

84. For branch buildings, **we do not,** as a rule, **buy local insurance** which is **not required by law or by a lease or purchase agreement.** In such cases, the branch purchases only the minimum required.

85. When purchasing or renewing any non-compulsory insurance covering the branch or branch volunteers, the branch should write to the Publishing Committee well in advance of the date on which the proposed insurance will become effective. The branch letter should explain the type of insurance being purchased or renewed, any special circumstances which the branch believes should be considered relative to the need for the insurance, and its cost in U.S. dollars. This will enable the Publishing Committee to determine the most practical way to handle the situation.

86. AGED AND INFIRM: The Branch Committee is to be concerned with the physical needs of the aged and infirm who have given many years of service. Brothers who are 70 years of age and older and sisters 50 and older may return to their rooms before the Bethel workday officially ends, if they feel it necessary. Or they may prefer to take this rest after the noon meal before returning to work. The A-13 financial form provides for illness costs to be borne by the branch. The Branch Committee should feel free to write to the Publishing Committee for any unusual expenditure because of accidents or unusual illnesses. This can be done in the spirit of 1 Thessalonians 5:12, 13.—See 1:72-77.

87. MARRIAGE: Any member, regardless of the length of time at Bethel, who desires to marry and remain a member of the Bethel family, should file his or her request with the Branch Committee. Bethel applications should be filled out by the two desiring to marry. Their request will be sent to the Personnel Committee of the Governing Body along with appropriate comments regarding the qualifications of the applicant and the need for the individual's services at Bethel. Of course it would not be reasonable that one only in his first year at Bethel would be getting married during that period.

88. If, after the initial year, some who want to marry desire to leave Bethel, believing that this would make it easier for them to adjust to married life, they should feel free to do so. It is our hope that they will enter into the pioneer work. But after a time if they would like to return to Bethel service, they should fill out new applications which the Branch Committee will process in the usual way. We do well to consider the needs of the organization when a Bethel family member applies to marry and remain at Bethel. If someone has background or skills that the Branch Committee feels are critical to get the work accomplished, even though he may have been at Bethel a relatively short time, serious consideration may be given to his request to remain at Bethel.

89. *WATCHTOWER* STUDY: A weekly *Watchtower* study is a customary feature of Bethel family life in all branches. Appointed elders in the family may be assigned to conduct the study.

90. VOLUNTEERS: The Branch Committee should always watch that the branch is neither overstaffed nor understaffed. Experience has shown that where many young persons are assigned to work together, some are inclined to waste time, especially without an overseer to see that the work gets done.

91. TEMPORARY HELP: Sometimes for temporary periods pioneers or others may be asked to help out with some work at Bethel without sending through a recommendation. Some may also help with translation away from Bethel or do other work to assist the preaching activity. Branch Committees have the authority to call in those who serve as temporary workers for three months or less. When temporary workers are needed for more than three months, approval should be obtained from the Personnel Committee. However, when brothers or sisters are going to be working at Bethel on a full-time basis, such should be recommended in the regular way and then approved by the Personnel Committee to become a part of the Bethel family.

92. *DWELLING TOGETHER IN UNITY*: The information in this manual applies to branch homes throughout the world. This manual should be considered as a part of *Branch Organization.* However, be sure to follow the latest write-up if there has been a change in procedure or policy.

93. INTERNATIONAL SERVANTS: The organization of Jehovah is ever expanding in its activities because Jehovah makes it grow worldwide. To keep up with this expansion the organization sends out **international volunteers** to assist with building the facilities used in connection with our theocratic work. Those who qualify and who serve for more than a year may be extended the privilege of becoming **members of the Worldwide Order of Special Full-Time Servants of Jehovah's Witnesses.** These are known as international servants. They travel to various countries to work wherever they are assigned by the Worldwide Order.

94. In principle the living arrangements and obligations of the international servants are similar to the Bethel family standards. They are expected to be diligent in service. There are a few variations due to the schedules of activities in which they are involved. They take their part in the local congregations and share in preaching the good news of God's Kingdom at certain times. They attend studies and participate in teaching the Scriptures among the people wherever they may be located.

95. Provisions are made for their personal needs. If they have **health problems,** care is made available.—See 1:72-77.

96. BETHELITES IN FOREIGN SERVICE: Bethel family members **are appointed by the Personnel Committee** to serve in other branches as Bethelites in foreign service and are **expected to remain in their assignment for at least three years.** If there is still a need for their help and they are willing to remain after the three years, they may continue in foreign service. They may be given considerations similar to those available to missionaries, including emergency leave, assistance to attend international conventions, as well as assistance with necessary medical expenses as recommended by the branch office. (See 1:72-77) The Worldwide Order will also cover the cost of transportation to the foreign assignment as well as the cost of shipping necessary personal belongings.

97. These special arrangements apply to Bethelites who are sent by the Personnel Committee to serve in another branch. The arrangements do not apply to Bethelites serving in Australia, Canada, Japan, New Zealand, South Africa, the contiguous United States, or Western Europe. Any exceptions should be approved by the appropriate Governing Body committee.

98. A Bethelite in foreign service would **not** lose his status if he marries a local sister and they are approved for serving at Bethel following their marriage. He would remain a Bethelite in foreign service and his wife would be considered a regular member of the Bethel family. If in the future this Bethelite in foreign service is moved to another foreign assignment, his wife might then be recommended to be a Bethelite in foreign service.

99. After one year in the assignment Bethelites in foreign service who wish to return to their home country or elsewhere may travel at their own expense. As with other members of the Bethel family the vacation period would be 12 working days off for vacation each year as earned, one day earned per month. In addition to the regular Bethel vacation period of 12 days, Bethelites in foreign service will receive 12 additional vacation days credited to them on September 1 of each year. The maximum number of days for each year will be 24. "Leave of absence" time does not apply to Bethelites in foreign service as it does in the case of missionaries.

100. If "emergency time" away from the assignment is needed to care for health, one's parents or relatives, a request may be made of the Branch Committee. If more than 24 working days away are needed, the individual should write the branch about the situation, and if the Branch Committee recommends it, the matter should be referred to the Personnel Committee.–See 2:63, 64.

101. If a Bethelite in foreign service wishes to return to his home branch **after completing at least three years** in foreign service, either to Bethel service if he previously served at Bethel or to the field if he did not previously serve at Bethel, he should write the Personnel Committee expressing his desire. The Branch Committee should forward his written request along with their observations to the Personnel Committee. The Worldwide Order will pay for the return trip.

Chapter 3

Bethel Home Organization

1. The Branch Committee usually looks after the Bethel home. Bethel home organization has to do with the living quarters and the things done for the members of the Bethel family while they are residents of the Bethel home.

2. No one can become a member of the Bethel family unless he has first filled out an application to enter Bethel service and approval has been given by the Personnel Committee.

3. The Bethel family should never consist of more members than the Branch Committee can keep busy. If there are too many members in the family, one or more should be returned to the pioneer service or be used in some other field.

4. REGISTERING VOLUNTEERS: Everything possible is done to make a new member of the family feel at home upon arrival. First of all he is settled in his room and given opportunity to read *Dwelling Together in Unity* and any other material provided to help him get acquainted with Bethel life.

5. A Volunteer Card and any other forms required by the branch office will be filled out. Helpful information is discussed with him and he is given opportunity to have any questions answered.

6. A program of orientation is arranged so that he will be familiar with the layout of the buildings and see the work being done in various departments such as the kitchen, dining room, laundry and housekeeping. In Brooklyn working with a housekeeper a day-and-a-half has proved to be very helpful. Even though a sister is later assigned to demonstrate certain features, it is suggested that the introduction to any of these services be made by either a member of the Branch Committee or a brother or brothers appointed by such Committee.

7. BRANCH COMMITTEE: The Branch Committee is appointed by the Governing Body. Since it cares for oversight of the Bethel home, the committee must be acquainted with all the departments of the home and be well versed in the work that each one does. If the home is a large one and there are many in the family so there is a need for several housekeepers, cooks, laundry workers, and so forth, then a Branch Committee member or members may be kept busy keeping certain records, purchasing supplies, working in various departments and taking on certain duties daily as well as seeing that the other work moves smoothly and efficiently. The committee must always be interested in the health, meals, cleanliness, comfort and general welfare of the family.

8. Purchases for the Bethel home that are not routine must be first checked and approved by two members of the committee. Requisitions for **routine supplies** may be signed by one member of the committee or someone they appoint. Unusual requisitions may be referred to the entire committee, while final approval for all major purchases must be obtained from the Publishing Committee before purchase is made.

9. The Branch Committee arranges **schedules of work** and may assign individuals under their jurisdiction to any work that needs to be done in the home. It is their responsibility to see that a person is on duty at all times during regular working hours to answer the door and phone calls and take care of inquiries, or at least take down the information for proper handling later. Persons regularly assigned will care for these duties during working hours, but during off hours like evenings, Saturday afternoons and Sundays, if it seems necessary because of the work to assign other members of the family to lobby and phone duty, cooking or maybe watchman duty, then do so. A watchman is to check the home every two or three hours at night by walking through the building looking for running water, gas leaks, clogged drains, unnecessary lights, as well as windows left open. Certain security checks may also be made.

10. The committee should keep a record of where everyone is living. A file of this should be in the reception desk or entrance so that the one on duty can communicate quickly with a person in case someone calls. If one is not in the office or in his room, as far as we know, he is not in. The one on duty should make a written note of the call, stating who called, what time, any other information given and who took the call. Put the note in the room of the one called when the receptionist goes off duty.

11. A complete **alphabetical list of all members of the family** should always be kept by the committee This alphabetical list will include the room number, key number and, in large branches, the table number assigned in the dining room. It can also include each individual's seniority date.

12. In larger branches the committee will also keep a room listing arranged numerically by the room numbers, which will show the names of occupants in each room. A separate list of key numbers arranged in numerical order showing to whom each key is assigned should be kept, and another list of the family in order of seniority showing the seniority date (based on full-time service) and also the arrival date of all members.

13. The **key number** is the member's identification mark and is used in connection with the laundry. All one's clothes are marked with this number which helps with redistribution. If an entrance key is lost it must be reported to the Bethel Office, and a new one will usually be provided. Whether it is wise to give the member another key if the second one is lost is left to the discretion of the committee.

14. The committee should see that the branch's buildings, equipment and furnishings are kept in good condition, inside and out. If the size of the branch warrants, one or more capable brothers should be given repair assignments, using a Bethel Repair Slip form (B-2) to make assignments. Any members of the family can report items needing repair by using this form. The committee checks on the home's cleanliness, orderliness and the service rendered to the family. They help members of the family with their problems, if such a request is made. Their interest must include the spiritual as well as the material side of the family.

15. The committee should appreciate that individuals are called to the Bethel home to work, and everything that is done by anyone is in the interests of the Kingdom. Housework, laundry, kitchen, all kinds of work in a home, are just as important and necessary as office or printery work. The committees of small branches should have in mind that when a man and wife have five or six children the wife very often takes care of the cooking, laundry, cleaning, repairing, sewing and a lot of other things, including her field service. Of course circumstances differ in a branch home, but it does seem evident that caring for such tasks in a small branch should not require many persons but may often be handled by just one or two. It means planning the work and having it properly organized.

16. HOUSEKEEPING: The Bethel home should be kept clean. Each housekeeper has a definite assignment, and the Branch Committee arranges for someone to check these assignments to see that the work is cared for properly. The rooms are furnished by the branch uniformly, usually for two persons, with comfortable single beds, two chairs, two desks, a small bookcase, two dressers if necessary, and a clothes closet. Double beds may be provided for married couples if desired.

17. In large branches, like that of the Bethel home in Brooklyn, each housekeeper is assigned to care for eleven to thirteen two-man rooms without bath. The number of rooms varies depending on the number of vacant rooms she is required to care for. Rooms with private baths are counted as a room and a half. Thus, an assignment of eight to nine larger rooms of 350-450 square feet with bath, housing sixteen or eighteen persons, is a comparable assignment. Each housekeeper spends a half day a week in the laundry and linen room helping with the work there. The age of a person also governs the size of an assignment; some housekeepers because of their age cannot do as much as when they were younger.

18. The procedures followed in the Brooklyn Bethel home can serve as a guide to branches in their care of the Bethel homes. The **housekeeper's daily routine** runs as follows: Rooms are checked at 8:00 am and again at 1:00 pm. Doors are left open where possible and advisable, but not in buildings where there is a security problem. Any persons in sick are reported immediately. Blinds and shades are adjusted to the proper level (for the protection of furnishings and for appearance) and the windows may be opened slightly to air the room, using discretion as to the weather. Open windows may allow rain, smoke, soot and dirt to blow in, soiling the rooms. Radiators are turned off unless they are needed to warm the room; in this case the windows are left closed. Lights left on are turned off; faucets left running are turned off. Hallways and stairways are dry-mopped. Bathrooms are serviced and supplied. Beds are made on change day. This is done during the first part of the morning so the rooms are neat and in order when the brothers come to their rooms at noon. The remainder of the morning and the afternoon are spent on general cleaning of the assignment. Doors are closed at noon and at night. On afternoons the housekeeper is working in the laundry or linen room, bedroom doors and windows are left closed after the rooms are checked.

19. The following are done in **family bathrooms** each day: bathrooms are aired out; sinks and mirrors are cleaned; supplies of soap, tissue and towels are replenished as needed. Once a week the underside of the sink, including the pipes, is cleaned, unless it is enclosed in a cabinet. Each week the entire bathroom, including the tub, is given a thorough cleaning by the cleaning crew; three or four days later they give it a light cleaning. A container of cleaning solution is kept by the tub for the family to clean it after use. Bath mats by showers are changed twice a week, those by bathtubs once a week. Shower curtains in family bathrooms are cleaned once a month. Bathrooms in public areas, such as lobbies, are cleaned and supplies are replenished twice a day or as needed; thorough cleaning is done once a week.

20. Each day **private bathrooms** are aired out, and supplies of soap and tissue are replenished as needed. Three times a week the sink and mirror are cleaned. Once a week the underside of the sink, including the pipes, is cleaned, unless it is enclosed in a cabinet. The entire bathroom is given a thorough cleaning once a week. At that time, the walls in the tub or shower area are scrubbed, and these, along with all ledges and tile walls in the sink and toilet area, are wiped down. Also, the toilet is thoroughly cleaned, and the floor around the toilet is scrubbed. Other areas of the floor are scrubbed as needed and the entire floor is wiped clean. A container of cleaning solution is kept available so the occupant can clean the tub after use. Shower curtains in private bathrooms are cleaned every two months.

21. Both family and private bathrooms may need a special cleaning every six or eight weeks. If there is a soap build-up on the tile, a solution of household ammonia is used. If there is a mold or mildew problem, bleach is used. Never mix bleach and ammonia.

22. Floors, furniture and fixtures in **kitchenettes** are cleaned in the same manner as the rest of the room. Since most floors in kitchenettes do not require wax, the home overseer should be consulted before using wax. Occupants are responsible to clean up spills and keep all appliances, counters, sinks, floors and tables clean. This includes food spilled in and around the stove and oven. Housekeepers clean kitchen sinks once a week.

23. Bedding consists of a bed pad, linen, blankets, bedspread and pillow. Once a year mattresses and boxsprings are vacuumed, and bed frames are washed. Open metal springs are cleaned by using a dust mop. Any ripped, worn or loose mattresses are mended at this time if necessary. Inner-spring mattresses are turned at the same time mattresses are cleaned. Bed pads are changed three times a year. On change day the bed pad is taken off and sent to the laundry and is replaced by a clean one.

24. Linen is changed once a week. A notice is placed in the rooms informing occupants of their linen-change day. On that day, the occupants of the room fold the bedspreads, blankets and top sheet neatly and set them on a chair near the bed, placing the pillowcase and bottom sheet separately on the floor before going to breakfast. In making the bed, the housekeeper puts the top sheet on the bottom and the clean sheet on the top. Pillowcases are changed at the same time.

25. Blankets are washed once a year. New blankets are not put into circulation unless there are not enough used blankets in good condition to care for the needs of the family.

26. Bedspreads are washed every four months.

27. Pillows are cleaned every three years, a few at a time, until the entire home is cared for. A record is kept of the date this is done so it can be cared for regularly. If the ticking (covering) is badly soiled, even after cleaning, it is replaced. If the pillow is overfilled, some of the filling is removed and is used for making other pillows.

28. Hallway closets are to be kept clean and neat. This includes all work and storage closets. Accessible areas of the floor in room closets are dust-mopped or vacuumed once a week.

29. In the **spring of the year** the family spends a **Saturday morning cleaning** their own closets and furniture. Everything is removed from the closets and furniture, the walls and shelves of the closets are washed, and the floors are vacuumed or cleaned and rewaxed. The same shelf paper is used again unless it is soiled; then it is replaced. If it is necessary for some to work (such as watchmen, cooks, and so forth), then their closets (and furniture) can be cleaned at a later date by the housekeepers. The same would be true of those on vacation or away for any other reason.

30. In the **fall of the year** closet (and furniture) cleaning may be done again, depending on local circumstance, this time by the housekeeper. The occupants are sent a notice in advance so they can remove everything from their closets; this allows the housekeeper to spot-wash the walls, clean shelves and scrub and rewax or vacuum the floor.

31. Doors and door frames are dusted each week. From time to time metal doors are washed with a mild detergent. If the doors have a wood-grain finish, areas that are touched frequently or that come in contact with moisture, such as the back of bathroom doors, may occasionally need to be polished or waxed.

32. Drapes or curtains are vacuumed every two months. At wall-washing time they are washed by the laundry or, if the occupants of the room prefer, they may do the cleaning themselves.

33. Dusting of furniture in each room is done three times a week or as needed. One time furniture is dusted thoroughly with a cloth, going over the sides and out-of-the-way places as well as the top. The other two times only the tops are dusted. Hard-to-reach articles, such as picture frames, however, need not be dusted this often. Occasionally the top and front of the furniture may need rewaxing, as these get the heaviest use.

34. Tile or wood floors in rooms are dust-mopped once a week and vacuumed once a week.

35. Tile floors in rooms are scrubbed once a month and rewaxed when needed. Some sections may need more attention than others. This is an average of three or four rooms each week.

36. Tile floors in rooms are completely stripped and rewaxed at wall-washing time.

37. If not carpeted, floors in the **Kingdom Hall and dining room** are thoroughly mopped each week, and spot-mopped as needed. The aisles are mopped a second time each week. More frequent waxing will be required in the Kingdom Hall because of its use.

38. Heavy traffic areas of **hallway carpeting** are vacuumed daily. The entire hallway carpet is vacuumed twice a week.

39. Hallways that do not have carpeting are dust-mopped twice a day where needed, once in the morning and again before the end of the day.

40. Walls are spot-cleaned once a month or as needed.

41. Medicine cabinets are cleaned every three months. A notice is placed in the room the previous day so the occupants can remove everything from the cabinet. The sink light cover is wiped clean weekly and is removed and cleaned when the light bulb is changed.

42. Mirrors over sinks are washed three times a week. This can be done at the same time the sink is washed. Other mirrors in the room are cleaned once a week with the weekly thorough. They may be cleaned less often if they are hard to reach.

43. Repairs that need to be made are to be reported right away on a repair slip (B-2) and turned in to the office.

44. Carpeting is vacuumed at the beginning and end of each week. One of these times the entire surface of the carpet is vacuumed thoroughly, including under the furniture and beds; the other time only the traffic areas of the carpet are vacuumed.

45. Carpets are spot-cleaned once a month.

46. Carpets are shampooed once a year. Traffic areas may need to be cleaned more often. New carpets are not shampooed the first year.

47. Carpet repairs are reported on a repair slip (B-2).

48. Window screens are vacuumed once a month. Accessible parts of exterior screens are vacuumed monthly during warmer weather.

49. Sinks in rooms, as in private bathrooms, are cleaned three times a week. Sinks in kitchenettes are cleaned once a week. The underside of the sink, including the pipes, is cleaned once a week, unless it is enclosed in a cabinet. The sink drain is cleaned with a brush once a month. Soap is supplied as needed.

50. Stairways are dust-mopped once a day; the stairway doors and ledges are also dusted.

51. Stairs are washed once a week. At the same time marks on the stair risers and walls are washed off. Where there is little traffic, stairs may be cleaned less often.

52. Brass and steel are polished as needed.

53. Bath and hand towels in rooms are changed once a week.

54. Upholstered furniture is vacuumed thoroughly every three months. Once a month the tops of the sofa and cushions as well as the area under the seat cushions, including crevices, are vacuumed. It is shampooed in conjunction with wall-washing. Occupants may requisition their furniture to be shampooed at other times.

55. Shades and venetian blinds are dusted once a week. They are cleaned twice a year by the cleaning crew.

56. Wall washing of rooms, offices, hallways, Kingdom Hall, dining room, kitchen, and so forth, is done when needed. The occupants of the room are given notice to strip their beds and put all miscellaneous items in drawers or in the closet. (See drapery information.) Everything is taken out of the room. A new carpet is not shampooed until after it has been down for about two years; after this it will need shampooing about once a year. The ceiling, walls, window frames and windows are washed and the waxable floors are thoroughly cleaned and rewaxed. The blinds or shades are cleaned as well as the diffusers on light fixtures. Furniture is cleaned by the housekeeper. Everything is put back in the room, clean and ready for use, by the end of the day.

57. Windows are kept clean. They are washed inside and out on a regular schedule to meet local conditions. Windows on the ground floor, lobby or other public areas are washed more often. Nothing is allowed to be stored on the outside window ledge.

58. LAUNDRY: In larger Bethel families each family member is given a laundry bag and repair bag with his key number on them. This number remains his all the time that he is at Bethel. On designated days of the week members of the family bring their laundry to the laundry department. In large families like in Brooklyn it is done by floors. Certain floors put their laundry in on Monday, others on Tuesday, others on Wednesday, and so on. In small families probably all the laundry can be put in on a Monday morning, washed and be put back in the rooms, and then the one handling laundry would do other assigned work. All members of the family should be instructed as to the proper way to prepare their laundry for washing.

59. Branches may arrange their own laundry day and schedules based on their needs. At Brooklyn we have one laundryman for every fifty-five members in the family. In very small branches the Branch Committee coordinator or his wife, if married, will set aside time to do their laundry.

60. After personal laundry is washed and ironed there are also bedspreads, bed sheets, blankets, pillowcases, hand towels, and so forth. In very small branches all of these can be handled along with personal laundry. In larger branches there may be parts of days set aside each week for handling them.

61. All house laundry, that is, towels, sheets, and so forth, are checked through the linen room and repaired before going to the storage room. In small branches this may be handled by the one assigned to laundry work. In large branches it may have to go through someone else's hands.

62. Personal laundry received in the laundry is checked against the laundry ticket, Men's Laundry form (B-24) or Women's Laundry form (B-17) enclosed in the bag; and if some new clothing has been put in, then this clothing is marked with the proper key number so that it will be returned to the right party.

63. Laundry is not automatically repaired. Sometimes it pays to throw something away rather than to repair it. Rather than leaving the judgment of repairs to the one in the laundry, it is left up to the one who owns the clothing. When the clean laundry is returned, it is checked by the owner; and if there is something he wants repaired, he will send it in a repair bag with a note of what he wants done. This he sends to the repair room. In many instances the owner of the garment may throw it away after wearing it once more. So arrangements should be made to repair rips and tears and do general mending, but not to remake shirts, underwear and other things. If, in the opinion of the one handling the repairs and the overseer, it is not worthy of repair, then no repairs will be made.

64. MEALS: The Branch Committee is to see that good meals are served and at the proper time. They should be wholesome, not elaborate.

65. The cook is responsible to make the **menus** and will submit them for approval. Before any change is made it would be good first to consult the cook.

66. Wholesome and plentiful food in season and on the market should be purchased. Extravagance, purchasing scarce items, is always avoided. Usually fresh food in season is less expensive than canned food.

67. Enough food should always be served at every meal. We do not want anyone to leave the table hungry. Food that is put on the table may be taken away by members of the family after the end of the meal if they want to make a sandwich to eat at work or in the evening. However, food should never be kept in a room in such a way that it attracts insects.

68. The kitchen is not a part of the Bethel family's living quarters, therefore not for private use. In small branches the Branch Committee will regulate the use of the kitchen by members of the family.

69. At Brooklyn we usually have one cook for about every fifty members of the family. There is one dining-room attendant for approximately fifty-five people. This attendant looks after the setting of the table, waiting on the table and washing the dishes. If these duties do not keep him busy all the time, he is assigned other duties in the home. In smaller homes the cook can take care of all the kitchen and dining-room work.

70. After evening meals members of the family are assigned to kitchen or dining room duties to clean and wash dishes. Depending on local circumstances, sisters may be given other assignments such as reception duty. Brothers and sisters over 50 years of age may be relieved of such assignments.

71. Meals should always be served on time. The time for meals is subject to local adjustment. From the time the meal begins until it ends takes around twenty minutes.

72. Saturday evening and Sunday meals usually are served cafeteria style. Sunday two meals are served, breakfast and an evening meal. The evening meal is from four to five or five to six o'clock, or longer if the local organization decides it should be, or you may even choose a different time. Food is put on the breakfast table so that members of the family can make up sandwiches and take away something for a noonday lunch. The regular cook is not always on duty on Sunday and so members of the family can be assigned to cook duty to prepare cafeteria meals on weekends.

73. If cooks get up early in the morning to prepare breakfast and get on duty before other persons, they are allowed time off in the afternoon to compensate for the extra hours worked early in the morning. The same is true with brothers working in the dining room as waiters getting things ready. Schedules must be made out according to the amount of work to be done, and these schedules are followed by the ones assigned to them.

74. FOOD SUPPLIES: It is good for each branch home to have reasonable supplies of staple foods that will not spoil in stock in case of an emergency. Such stocks should not just be set aside and not used, but should be used and replenished on some regular basis so that the supplies do not deteriorate. By planning ahead and buying in bulk on certain items you may find you will not only have a saving but will also have some items available when they are temporarily out of the market.

75. TOURISTS: Branches are not obligated to show tourists around a city or country. Many brothers who are dedicated publishers make tours and take vacation time in different places in the world these days, and of course they are anxious to get the advice and direction of brothers who know the areas as to what to see and do. However, the <u>branch</u>'s work is preaching the good news, and we do not have time scheduled to show brothers who are traveling as tourists the local attractions or sights. That does not mean we should be unkind or inhospitable toward our visiting brothers, but it is up to tourists to arrange for their own tours and transportation and accommodations locally. This is not the work of the branch office. Again it can be explained that we have much work to do and we are sorry not to be able to go out personally, but we may have some suggestions for them so that they will enjoy their stay.

76. Of course we are pleased to direct such persons to the Kingdom Hall and give them the time and place of meetings, and we may have the opportunity to take them in the field service or to meetings if it fits our schedule. But this would be a personal matter to be arranged between an individual and touring publishers. It is the responsibility of the individual as to how he wants to spend his time after working hours to enjoy the association and fellowship of such brothers, but we want to remember that the work at the branch must be cared for first and the same applies to those in missionary service, that they also have a work to care for.

77. If members of other Bethel families are staying in your home for a day or two or you have some missionaries passing through, we know you will show them good hospitality and let them know how they can see the places they would like to see, but you do not have to take them to all of these places.

78. VISITORS TO THE BRANCH: Many branches report that considerable time is lost talking to brothers and sisters who visit the branch and who are acquainted with branch volunteers. While we want to be hospitable and friendly, we do have work to do. In some countries visitors can be cared for by receptionists, but in smaller places the brother who greets visitors should be courteous and find out what he can do for them and then, after taking care of their needs, explain that he needs to get back to his work so as not to be unduly delayed. Some branches have found it advisable to post certain hours at which time they will be open for visitors, thus cutting down to some extent on those visiting at other times and giving better opportunity to do the work without interruption.

79. However, some may visit to see the branch operation and facilities, perhaps traveling long distances to do so. We want to make them welcome and show them some of the highlights of the branch operation so they will better understand what is being done to care for the Kingdom interests in their territory.

80. Arrangements for visitors to enjoy a meal with the family or to stay overnight are explained in *Dwelling Together in Unity,* paragraphs 109-118. We do try to accommodate friends and relatives of the family as well as circuit and district overseers, missionaries, persons visiting from other branches, or other full-time servants if space and circumstances permit.

81. MAINTENANCE AND SECURITY FOR BETHEL HOMES: It is to be expected that God's people will give proper attention to the maintenance of the branch's buildings. Their proper care will serve as a good witness to Jehovah in the community.

82. So that our buildings will protect us from the elements and always have a fine appearance, it is a good procedure to examine the exterior thoroughly at some time each year. In lands with a cold climate the best time to make this check would be the spring as this will give you time to order materials and make the repairs before the cold season sets in again. Start the inspection by looking over the roof and then work your way down to the foundation. Usually to keep a flat roof in top condition, whether it is covered by hot tar or some type of cold application including tile, will require a small amount of work each year; this can prevent the need for major repairs. Letting such repairs go undone could result in having to replace the roof. The outside wall surfaces should be examined for problems, such as surface cracks or cracks around the windows, which should be caulked, loose or missing bricks, cracked or broken windows, and peeling paint. Any problems you discover should be written down and then arrangements made to take care of them soon. By taking care of these problems at their start when they are yet small, we will keep our buildings protected from the elements, always looking good and, an expense that could become large by procrastination will be kept to a minimum.

83. As with the exterior of the building, so it should be with the interior—always be observant. When it is noted that some problem is developing, arranging to correct it right away will keep it from becoming large. Also, this way you will not find yourself in time facing so many repairs that you just do not know where to begin to correct them.

84. If the wall finish for the most part is paint, then having an adequate painting schedule for the various types of rooms will protect the surfaces and keep the appearance of the buildings good. The schedule does not have to be the same for closets, store rooms and other areas as it is for our bedrooms. Each area should be painted according to the need, considering its use. At Brooklyn we schedule the painting of bedrooms every five years, bedroom closets every ten years, sink and dirt hoppers every ten years and storage closets every fifteen years. However, these schedules are allowed to slide where it proves practical to do so. Other areas in our buildings we assign to a paint schedule depending on their use.

85. Whenever a new piece of equipment is added to our inventory, it is wise not only to get what instruction manuals the company that manufactures it supplies, but also to keep these on file for future reference. One always should follow closely the recommendations in the manual relative to changing oil, oiling, greasing and making any other checks that are recommended. A chart that can be checked off according to schedule should be kept for each piece of equipment.

86. If it is known that some part will have to be replaced from time to time due to wear, these should be stocked. This way you can keep equipment operating without undue loss of time.

87. PREVENTION OF FIRES, ACCIDENTS, THEFT: The Branch Committee should see that good fire prevention, safety, and security procedures are used throughout the Bethel home and printery and in the missionary homes and that each overseer of a department considers these a part of his responsibility.

88. All doors and windows should be secured before the family retires for the night. It is wise never to display valuables in windows on the first floor or in the easy view of those on the ground level. All entrance and exit door locks should receive regular maintenance. A review of the security system relative to conditions in the locality should be made periodically. Lighting at main entrances may be necessary during nighttime hours.

89. For greatest practical results, give **special attention to safety** in any kind of work which is especially dangerous, including carpentry, driving the branch's cars and trucks, construction, operation of boilers, work on printing presses and bindery equipment, and electrical maintenance. Carefully explain safety hazards and proper safety procedures to anyone working at these assignments, and select workers for such work who have maturity and good safety habits in mind. Hold brief, regular discussions of specific aspects of safety, fire prevention, and security as a part of the work schedule where appropriate. Only qualified, trained drivers should be used to drive the branch's vehicles. Vehicles need to be properly maintained. Trucks should not be overloaded. Seat belts should be used. Brothers should not drive when overly tired. All drivers should drive at a reasonable speed according to road conditions and regulations. It is good for the branches to have a program for training drivers.

90. In view of worsening crime and violence, consider how you can protect the branch's money, vehicles, and equipment from thieves, vandals, terrorists, and so forth. In many parts of the world it is advantageous to install antitheft devices on the branch's vehicles. Such devices include bars attached to the steering wheel so that they cannot be moved, chain locks for the engine hood, and also cut-off switches that interrupt the starter circuit. Antitheft devices are often effective, as thieves prefer to go to another vehicle than to try to overcome a locking or cut-off device.

91. In case of accident or emergency, determine definite procedures in advance, including (where the size of the branch warrants it) arranging for someone to be always available and prepared in advance to do the following: notify overseers, give first aid, provide emergency transportation to a nearby hospital or doctor, call fire departments or police.

92. When losses, damage, or accidents occur involving branch property or branch volunteers, determine how the accident or loss occurred and how it might be prevented in the future. Within a week make a report to the Publishing Committee on what happened. Discuss accidents and accident prevention with workers in a positive way, emphasizing the branch's concern for the welfare of the family and the improved efficiency that results from consistent safety procedures. Take practical steps to prevent or reduce the probability of a similar accident or loss in the future.

93. AIR CONDITIONING: In some areas of the earth there are very extreme conditions where it may be excessively hot and humid. In certain places buildings are located in very noisy areas making it difficult for workers to perform their duties in the offices. Or, individuals who are in their rooms find it very difficult to get their needed sleep at night. Some individuals have physical ailments that make it necessary to have air conditioning. Therefore the following provisions are set out.

94. OFFICES AND BETHEL DINING ROOMS: In parts of the world where problems arise because of extreme heat and humidity or noise as well as lack of ventilation, if the Branch Committee wishes to make a recommendation for installing air conditioning in the offices or Bethel dining rooms, they should submit their requisition along with all of the details and the reasons why they believe air conditioning is necessary. Included should be information as to whether installing air conditioning will mean much remodeling of the building or the electrical system and what expense will be involved.

95. BETHEL AND MISSIONARY HOMES: When these are located in areas where conditions are extreme or when an individual is physically ailing and a doctor recommends air conditioning, the individuals involved should take the matter up with the Branch Committee. In any country where the variation in climate makes air conditioning desirable at certain times, the Branch Committee can consider the matter and make their recommendation to the Publishing Committee. If approved, the branch will pay for the equipment, installation, maintenance, and cost of operating the air conditioning. The installation should be made by the branch in each case. The Branch Committee will need to take into consideration whether structural changes are needed, also the capacity of the electrical wiring in the building so that it will not be overloaded. This also applies to any future installation of stoves. We do not want to rewire buildings for this purpose.

96. The branch will appreciate the cooperation of all those who use air conditioning so that air conditioners will not be running when there is no one in the office or room for an extended period of time, thus running up the costs of operation. While no charges will be made for the installation or operation of such equipment, those concerned may be advised that in the future such matters will be handled on a contribution basis.

97. KINGDOM HALLS: Where a Kingdom Hall is part of the branch and the question of air conditioning is raised, the congregations would pay for the air-conditioning units, their installation, and use of the equipment. The branch may take care of the installation and maintenance because its building is involved and make appropriate charges to the congregations.

98. PERSONAL EQUIPMENT: A stove may be provided in Bethel residence rooms in the case of new construction. Any exceptions are to be referred to the Publishing Committee. Refrigerators, microwaves, and other electrical equipment are personal items to be obtained at cost to the individual. However, no charge will be made for operating stoves, air conditioners, or for electricity, dry cleaning, and alterations to clothing. Such provisions will be on a contribution basis the same as with air conditioning.

Chapter 4

Congregations, Circuits, Districts

1. PREACHING THE GOOD NEWS: The primary purpose of a branch organization is to coordinate the preaching activities of our brothers so that the good news is declared in the assigned territory. The field is the world and the preaching work has been assigned to all who are Jesus' disciples. (Matt. 28:19, 20) While individual assignments may vary, all are working together as one to achieve a common goal. Most of them are congregation publishers while others are pioneers, special pioneers and missionaries. Some have added responsibilities as elders, ministerial servants, circuit and district overseers. All are part of Jehovah's organization and equally share the responsibility to preach the good news everywhere to the sanctification of Jehovah's name.

2. CONGREGATIONS: The congregations form the backbone of every branch. The latest publication from the Governing Body on organizational matters sets out information to assist the elders and ministerial servants in caring for their responsibilities. Additionally, information is supplied as to what congregation publishers, pioneers, as well as circuit and district overseers can do in fulfilling their responsibilities as followers of Christ Jesus.

3. Recommendations for new appointments of elders and ministerial servants are usually made at the time the circuit overseer visits a congregation.—See 4:58-60 for information on appointments or deletions of elders and ministerial servants during the circuit overseer's visit.

4. In cities where two or more congregations exist, the circuit overseer will recommend to the branch a qualified elder to serve as **city overseer.** The appointment is shown on the city overseer's appointment slip (S-53a) that is sent to all of the congregations in the city. A copy of the appointment slip (S-53b) is retained in the branch's files.

5. CERTIFICATE FOR ORDAINED MINISTER: Currently appointed elders or ministerial servants in need of a certificate verifying their ordination may request one from the branch. When requesting a certificate, the individual will specifically state the reason the certificate is needed. Often a letter signed by the elders or the presiding overseer of the congregation will suffice to verify one's ordination. If a Certificate for Ordained Minister is sent by the branch, it should be signed by the Branch Committee coordinator or someone else having authority to do so. It may be notarized if advisable. If it is necessary to specify the date of ordination, then show the date of baptism.

6. APPLICATION FOR CONGREGATION: Any group of people in your territory who want to worship Jehovah God in spirit and truth and who want to do it by loyally recognizing the headship of Christ and under the direction of the Governing Body of Jehovah's Witnesses may make application to form a congregation. It is good for circuit overseers to carry with them Congregation Application forms (S-51) and the letter on Congregation Information (S-50). They should help the brothers organize a congregation if and when such is advisable. Elders in an existing congregation may write to the branch for a Congregation Application (S-51) and a letter on Congregation Information (S-50) if the circuit overseer will not be visiting in the near future and they feel there is a need to recommend a new congregation. Generally the circuit overseer should sign the application to show his agreement.

7. The group of people should be strong enough spiritually to keep the congregation functioning actively with, if possible, at least one elder or ministerial servant who can provide the necessary spiritual oversight and take the lead in the preaching work. Where pioneer sisters or other mature sisters help in forming a congregation, they may handle the responsibility until a local brother qualifies as a ministerial servant or a qualified brother moves in. If there is no one to take oversight so as to become a congregation, then the group may continue to be looked after by a nearby congregation if possible. The circuit overseer can visit these groups while serving the congregation they are associated with. It should always be appreciated that persons in such groups particularly need loving spiritual care because of their isolated situation. Branches should look well to caring for all of the publishers in their assignment, including small groups that may develop into congregations and newly formed congregations.

8. In congregations where there are no appointed elders but where there are ministerial servants, then one of the more experienced ministerial servants (or a sister if a dedicated brother is not available) may handle the work in lieu of an appointed presiding overseer. Later if one of the ministerial servants qualifies as an elder, then he may be appointed as the presiding overseer.

9. On the matter of **elder recommendations in congregations where one or more members of the service committee are ministerial servants,** the following should be the procedure: The circuit overseer will discuss with the elder or elders the qualifications of the ministerial servant or servants who may be on the congregation's service committee. The ministerial servant(s) will not be involved in such discussion. If it is decided to recommend either one or the other or both of the ministerial servants (as the case may be) the name(s) will not be included on the S-2 form but will be submitted in a separate letter from the circuit overseer to the branch, signed by him and the elder(s) serving on the service committee. If the branch approves the recommendation then such name(s) showing the new appointment(s) will be put on the two copies of the S-2 form received after which one copy will be returned to the congregation. Where there are no elders then the circuit overseer will send the S-2 form to the branch with his recommendations for elder appointments in a separate letter. If such are approved then the one copy of the S-2 form with the names added by the branch office, will be returned to the congregation showing the appointments have been made.

10. Where there are no male members to serve in positions of responsibility a sister (dedicated and baptized) may be requested to look after the needs of the group and take the lead in the field service, etc. When conducting meetings and offering prayer she will be expected to have her head covered.—1 Cor. 11:5, 6.

11. In cases where new congregations are formed from existing congregations, where there are many elders and ministerial servants, care should be exercised to see that all are accounted for and appointed to serve with one of the congregations involved. No new **recommendations for elders or ministerial servants** will be considered at the time of forming a new congregation unless the application is submitted during the circuit overseer's visit. When the Congregation Application (S-51) is received and approved, write the brothers a kind and encouraging letter.

12. The S-2 forms can be used during the circuit overseer's visit to make recommendations for brothers to serve as elders and ministerial servants and for any deletions because of brothers moving, etc. If the application is submitted between visits of the circuit overseer, then information will need to be supplied as outlined in the congregation information letter. The names of elders and ministerial servants will be listed on the S-52a form. The S-52b form will be filed in the permanent file of the congregation. Information should be supplied as to the territory assignment for the respective congregations. If information on the territory assignment will be sent later, this can be indicated in the letter that is written. Also various printed letters giving information on accounts, subscriptions, etc., that the congregation needs for its files are to be sent. If there are large supplies of literature on hand, it would be best for the congregations to divide these instead of ordering additional supplies for the new congregation. The branch will determine how many copies of *Our Kingdom Ministry* to send, depending upon the number of publishers and pioneers associating with the respective congregations.

13. A stencil or typewritten card should be put in the file showing the name of the congregation and the address to which all mail should be sent, usually in care of the presiding overseer. If needed, another address can be supplied to which literature and magazines may be shipped. On the permanent address stencil or card, show the number of *Our Kingdom Ministry* to be sent, the mailing zone, express rate and other shipping information by symbol. A card stamped from this stencil or a duplicate typed card will be sent to the circuit overseer so that he will from then on include the congregation in his routing.

14. File folders are made for temporary and permanent files. It would be helpful to the new congregation to write them an encouraging letter during the year, perhaps after the circuit overseer's visit.

15. CONGREGATIONS WITH UNWORKED TERRITORY: Where congregations have considerable territory that is not worked at least once each year, an invitation can be extended through *Our Kingdom Ministry* for congregation publishers or pioneers from other parts of the country to cover such territory or circuit overseers can be asked to submit names of persons who qualify and who are willing to do such work. Individuals who are willing to assist the congregation in covering unworked territory can be asked to supply information as to how far they would be able to travel to share in such work and how many territories they would be able to cover. Before being sent to the branch office, correspondence from individuals regarding such matters should be given to the elders so they can indicate whether they recommend the individuals to share in such work.

16. Congregations in the vicinity of the territory that needs attention that are doing well in covering their own territory can be invited by the circuit overseer or by means of a letter from the office to share in such activity.

17. WITNESSES LIVING IN UNASSIGNED TERRITORY: The Branch Committee should give very careful attention to all Witnesses living in unassigned territory. We should give them just as much attention as we would an individual who has been found in territory assigned to a congregation. The names of isolated publishers should be sent to the nearest congregation so that the congregation can keep in touch with them. Perhaps a publisher from the congregation can call on the isolated ones from time to time to encourage or help them spiritually. Pioneers who have been trained at the Pioneer Service School will be used in such areas. Also, the branch office should send them a copy of *Our Kingdom Ministry* along with other information that will be beneficial.

18. Advise the circuit overseer of the number in such an isolated group and the name and address of the one receiving correspondence. The circuit overseer will schedule them for a visit and give talks while he is there. Depending on the number in the group and other factors perhaps a day or two could be spent visiting people in territory of that area. The circuit overseer may help in getting a group firmly established for organization as a congregation if they are too far away to work under the direction of an already existing congregation.

19. The office should receive a report from the circuit overseer giving information about the isolated publisher or group, what he was able to accomplish during the visit, along with his recommendations, if any. Then the isolated publisher or group should be sent a warm and encouraging letter. A **record should be kept of all such publishers and groups,** with a separate file for each, until such time as they can either be associated with a nearby congregation or organized into a new congregation. Then the information in this file is put into the congregation file. If it seems that the schedule of the circuit overseer is so full he does not have time to call on isolated publishers, it would be good to adjust the schedule in order to visit such ones. However, special pioneers have also been used for such visits with good results. Even a visit of a few hours or a day may mean the developing of a new congregation. In the meantime we want to encourage them to do what they can to hold meetings and share in the field service and send their reports to the branch office if it is not practical for them to work with a congregation.

20. When a regular pioneer requests a permanent assignment to care for an unassigned territory, the branch will write a letter making such an assignment, sending along additional information on file in the county file folder in the office, such as names of interested persons, expiration slips and the names and addresses of current subscribers. The carbon copy of the top part of the assignment is kept and the county card (S-71) is marked to show that the territory has been assigned and the date of the assignment. The circuit overseer is notified of this assignment for the pioneer to work in isolated territory so he can visit and encourage him, and submit a Personal Qualifications Report (S-326) on his first visit of each service year.

21. CARING FOR UNASSIGNED TERRITORY: All the territory that comes under the jurisdiction of a branch is to be witnessed to. If there are not enough publishers to witness to all the territory, then work the territory that is well populated, praying that through the publishers' good efforts more interested people will come forward and eventually circumstances will make it possible to direct more persons to move to these unassigned areas. Have in mind the territory that needs to be witnessed to by pioneers, special pioneers, missionaries, and others. Expansion of the Kingdom work should be our concern. Every section of assigned territory should have attention sometime during the year, and suggestions can be submitted to the Service Committee as to what might be done to accomplish this.

22. A letter can be written to the circuit overseers asking them to talk to pioneers who qualify to share in working isolated territory and are willing to share in such activity. Pioneers and others who help with unassigned territory should be favorably recommended by the congregation service committee.

23. In addition to arranging for qualified pioneers to care for unassigned territory, congregations in the vicinity of the unassigned territory who are doing well in covering their assignment may be invited by letter from the office to share in the unassigned territory campaign. The letter can suggest the specific area the congregation could care for.

24. Where there is a significant population living in an unassigned territory that cannot be cared for by regular pioneer assistance or by nearby congregations, the branch may write to the Service Committee requesting permission to enroll **temporary special pioneers** to work such territory. The ones who are selected to share in temporary special pioneer service will be sent an application along with a letter explaining the temporary special pioneer service, supplying information as to what they can expect in working unassigned territory. From the applications received, pioneers who are the most qualified can be given temporary special pioneer assignments. The branch will write a letter making such assignments, providing any additional information that is needed.

25. TERRITORY MAPS AND RECORDS: Territory maps should be prepared using the best map available in the country. Indicate on these state or province maps each congregation and the territory that is assigned to that congregation. The name of the city is underlined, and a line drawn designating the congregation's limits or boundaries. Territory that is not assigned to any congregation can be indicated on this map or on a separate map.

26. Maps of all large cities in the country are kept on file too. Where there are two or more congregations in a city, the exact boundaries of each of the congregations can be marked on these maps. **Circuit boundaries** can also be marked on the maps if it is felt this would be helpful for some reason. The territory assignment letter (S-54) that is sent to the congregation bears the exact written description of the outlined territory. When new maps are needed, the city overseer is requested to send maps to the branch office. These maps should have a good street index, approximate address numbers and, most importantly, be up to date.

27. In the United States branch we use what is called a **county card** (S-71) for assigning of territory.We assign post office towns or entire counties to a congregation. If we assign a whole county, we list on our county card (S-71) all the post offices in that county. Sometimes counties are divided and therefore the listing of some post offices would go to different congregations. This can be indicated by letters representing the name of the congregation that is assigned to each town. This is done in pencil on the county card. At the top or bottom of the card names of congregations are shown, followed by one or two letters in parentheses used as symbols to represent the congregation. In other countries, it may not be convenient to make up these cards, but some kind of system should be used to show the record of what towns are assigned to the congregation. The congregation is notified of its assignment by use of the form letter S-54. A copy of this Congregation Territory Assignment letter is kept in the permanent file folder attached to the previous assignment letter.

28. Adjustments in territory boundaries: Congregations that are doing well in covering their territory may be asked to take on additional territory from nearby congregations that do not cover their territory as often. The procedure for congregations to follow when sending in territory adjustments is outlined in the form How to Request a Territory Adjustment (S-6).

29. Master map: The name of every congregation should be underlined, and the boundaries of all the circuits and districts outlined on the map. The names of circuit and district overseers followed by the circuit and district numbers may be placed within the boundary of the area they serve.

30. Preparing a map for branch office use: For helpful suggestions on the procedure for mounting a map on plywood, including making the paste, mounting the map smoothly and varnishing it, you may wish to refer to pages 73 and 74 of *Branch Office Procedure,* 1965 revision.

31. COORDINATING FIELD SERVICE EFFORTS IN MULTI-LANGUAGE TERRITORY: It may be advantageous to form separate congregations for different language groups within a country. In communities where persons speak more than one language, the determining factor in deciding which congregation will care for them is the language preference of the householder. We should endeavor to teach people in the language they can best understand. The important thing is to help them learn the truth. Publishers and interested persons may attend the congregation of their choice.

32. Where two or more different-language congregations care for the same territory, a survey can be made of each individual territory to determine which homes will be called on by the respective congregations. The language that the majority of persons in the territory speak would determine which congregation would keep the territory records. The congregation keeping the records would be notified by the other language-speaking congregation of the homes that it will be caring for. When adjustments need to be made because of persons moving, etc., the congregations can work this out between themselves in whatever way seems best.

33. Where persons speaking a foreign language are widely scattered, the territory assignment letter may simply assign the foreign language population for that general area to the foreign language congregation. The foreign language congregation would make a record of addresses for these householders to save time in again locating them, and the other congregations holding the territory that will be worked would be notified of the homes they will be caring for. The congregations holding the remainder of the population can work their assignment in the usual way.

34. Good cooperation between congregations that speak different languages would also include passing on names and addresses of interested persons to the appropriate congregation. With all language groups cooperating to advance true worship in the most effective way possible we can be assured of Jehovah's rich blessing on our efforts.

35. QUALIFICATIONS FOR CIRCUIT AND DISTRICT SERVICE: The congregations will be helped to grow spiritually and numerically if we have good district and circuit overseers visiting them. These brothers must be wholly devoted to God, showing love for Him first, and also real love for their brothers. If traveling overseers have love for their brothers, then they will do much to assist them in coming on to maturity. Branch Committees should clearly see the need of having the best district and circuit overseers they can find. The better these overseers are the faster will be the ingathering of the "other sheep" and also their influence for good will be felt in the spiritual growth of Jehovah's people. (Prov. 11:14) The Branch Committee or those on the Service Desk handling their reports should never be hesitant in helping the district and circuit overseers by writing them kindly, and where necessary, firmly, giving such instructions or counsel as they need. **If district or circuit overseers need to be changed,** as when a district overseer moves to circuit work, or a circuit overseer is assigned to the district work, or even taken off entirely, the office should have good reasons for doing this. Express these in writing to the overseer so that he will understand why these adjustments are being made and also he will know what to work on for improvement.

36. Branch Committees should have in mind that it is not always the brothers who do well in speaking that make the best circuit and district overseers. While good speaking ability is certainly beneficial and is not to be minimized, teaching ability is also very important. Additionally, we should look for brothers who are friendly, kind, patient, humble and who in this way win the confidence and trust of the brothers. Obviously they should be brothers who do well in service and who can thereby train publishers in the field. Those who are used in circuit and district work should be fine examples in manifesting the fruitage of the spirit. They should have considerable background in the truth, including experience as congregation elders and perhaps in the pioneer service.

37. The **recommending of circuit and district overseers** is the responsibility of the Branch Committee, but before these men are appointed the recommendation along with full information regarding them should be **sent to the Governing Body for approval.** Youthful enthusiasm and vigor are not the best qualifications for a circuit or district overseer. Rather, what should be looked for are spirituality, maturity, good judgment, active years in the truth, along with steadiness in the field service. Those who have been Kingdom publishers for a long time might not always get their paperwork done the fastest, but they often have more patience, kindness and endurance. These are qualities that are needed for good overseers. The branch office should not be hasty about using persons who are talented in certain respects but are not mature and experienced or have a limited background in the truth. Business or commercial experience and organizational ability are not good criteria for selecting circuit and district overseers. Association with God's organization for many years is one necessary asset for a good overseer. Brothers should have proved their devotion in service to Jehovah first before they are ever appointed to such responsible positions as circuit and district overseers. The Scriptural requirements set out at 1 Timothy 3, Titus 1, and 1 Peter 5:1-3 should govern a Branch Committee's decisions in making recommendations for circuit and district overseers.

38. Circuit and district overseers should be of the highest quality morally and spiritually. If one has been disciplined in the past, this information should be included with the recommendation for his appointment and carefully considered by the Branch Committee. Complete information regarding previous serious wrongdoing should be supplied, such as the date and the offense and how the matter was handled, whether by reproof or by disfellowshipping and to what extent the matter became public. In a case where an individual was disfellowshipped previously, complete information would need to be supplied as to the date of the disfellowshipping, the offense and the date of reinstatement, etc. If a brother is married, a full report should be sent in on his wife. If she was involved in previous wrongdoing, complete information should be supplied.

39. If a circuit or district overseer begins to neglect his work, not setting a good example, whether in the field service or in other respects, he should be given appropriate counsel. He should be clearly told what has been reported about him or what has been observed and he should then be given the opportunity to reply if he would like to do so. He should receive clear but loving counsel and be given a full opportunity to make any needed improvement. Of course, if he does not make improvement on the points called to his attention within a reasonable period of time, then it may be necessary to remove him from his assignment of service so that the high standard for this service will be maintained.

40. CIRCUIT OVERSEER'S ACTIVITY: General information on the circuit overseer's activity is found in the latest book on organizational matters. All members of the Branch Committee should thoroughly familiarize themselves with this publication and thus be in a position to aid the circuit overseer to carry out his responsibilities.

41. Before one is recommended as a circuit overseer he should be given careful consideration (and his wife if he is married) by the circuit overseer who visits his congregation and, if possible, by the district overseer. It is desirable to use brothers who are older in years as they will generally receive greater respect and their words will carry greater weight among those they serve than would usually be the case with a young man yet in his twenties. If the Branch Committee feels it necessary to use someone who is not yet 25 years old, they should explain the reasons for making the recommendation. The circuit overseer (and if possible the district overseer) will work with the recommended brother and his wife in the field service. He and his wife (if married) should enjoy sufficiently good health to get along well if he is used in circuit activity. The circuit overseer will submit a Personal Qualifications Report (S-326) on the brother recommended (and his wife if he is married). Thereafter the body of elders in the congregation where he serves will be sent an S-326 form to fill out regarding him (and one for his wife), asking in a covering letter to the elders if they recommend him for circuit work and if his wife would do well as an exemplary sister serving under his direction. After receiving information from the field, if the Branch Committee feels that the individual qualifies for circuit work he will be sent a **questionnaire for circuit work** (S-323) along with a letter inviting him to fill out the questionnaire. After considering this information, if it still appears that he qualifies for this privilege of service, then when he is needed in an assignment, the recommendation of the committee may be forwarded to the Governing Body for approval. Following receipt of such approval, the branch will send the brother an appointment letter (S-308) along with a letter of instructions concerning his taking over from the previous circuit overseer or starting in a newly formed circuit. It is always good to **have a newly assigned man work with an experienced circuit overseer** for at least two or three weeks prior to taking full responsibility in his assignment, to receive training and get accustomed to the responsibilities involved. This will enable the experienced brother to help the new one and also give the new circuit overseer the opportunity to ask questions in regard to his duties, to give some talks, and to receive counsel thereon.

42. He will be sent a circuit overseer's bank, which is customarily US$50, for which he will sign a receipt. (See form S-311.) If he discontinues the circuit work, he should close out his bank. Notation is made on form S-311 and the receipt, S-310, is returned to the individual. The same would be true with respect to the district overseer. While this procedure is no longer followed in the United States, other countries may still see a need for such an advance to the circuit overseers.

43. Circuit overseers might best be **changed from one circuit to another every two to three years.** This change is beneficial in a number of respects to both the circuit overseer and the congregations he serves. Changes in assignment may be made at the time of the year that suits best in the branch territory. When a circuit overseer is assigned to serve in a circuit, all of the congregations are advised by means of the S-307 slip.

44. SUBSTITUTE CIRCUIT OVERSEER ARRANGEMENT: It works well to have at least two substitute circuit overseers for each circuit approved by the Branch Committee if you have qualified brothers. The preferable arrangement is to have brothers who are able to step in, fulfilling the full regular schedule of the circuit overseer Tuesday through Sunday. If the circuit overseer is ill or unable to serve for some reason, perhaps being invited to serve in connection with convention work, etc., he can arrange with a substitute already approved by the Branch Committee to fulfill his routing and so inform the branch office. Once congregations are notified they will be served, they should, to the extent possible, be served as scheduled.

45. The circuit overseer will submit his recommendations of qualified elders to serve in this way, having in mind the need for the brother to be available preferably to serve the full schedule. When his recommendation is received, then a Personal Qualifications Report form (S-326) is sent to the body of elders or other elders if necessary, for them to fill out on the brother and, if he is married, one also for his wife. They should be asked specifically to provide their observations as to whether they feel the brother would be qualified to serve in this way or not. If the elders provide a favorable recommendation, then the Questionnaire for Prospective Substitute Circuit Overseer (S-324) should be sent to the brother along with a letter asking him to complete the form and return it if he is desirous of being considered for this added privilege of service.

46. If the brother is available to serve and is approved by the Branch Committee, a file folder with his name on it is prepared for the substitute circuit overseer file. This folder should contain the Questionnaire for Prospective Substitute Circuit Overseer (S-324), Personal Qualifications Reports (S-326) that have been submitted regarding his serving as a substitute circuit overseer, along with any other correspondence that has been carried on regarding his serving in this capacity. A card is prepared for each brother showing his name, congregation, and telephone number. It should also show how far he can travel to serve, how much prior notice he needs to serve, and how often he is available to serve. The dates the brother served as a substitute should be posted on this card along with the circuit where he served. These cards should then be filed in a card file by the circuit to which his congregation is assigned. In this way the branch can quickly see who is available in a given circuit. The brother is then notified by letter, with a carbon copy going to the circuit overseer, of his appointment as a substitute circuit overseer. The letter advises him of arrangements to be made through the circuit overseer for him to receive two weeks of training (depending upon his availability), working along with the circuit overseer while he serves the congregation to observe how he does things. The carbon copy of the letter that is provided to the circuit overseer serves to advise him of the availability of the brother and to alert him to work out arrangements to give needed training. The circuit overseer will provide him with any necessary talk outlines, forms or other information. In a postscript the circuit overseer can be supplied with the brother's phone number to facilitate contacting him. Only permanent circuit overseer appointments need be submitted to the Governing Body.

47. SIZE OF CIRCUITS: Circuits are generally made up of approximately twenty congregations, including isolated groups. The circuit overseer generally is scheduled to cover his circuit twice annually. When circuits get large enough and neighboring circuits do the same, then a number of circuits can be adjusted to form another circuit. The branch sets the date as to when the circuit division goes into effect and advises the circuit overseers accordingly. The circuit overseers, in turn, advise the congregations of their new circuit assignment and the name of the circuit overseer who will be serving them by means of the S-307 form, a supply of which is sent to the circuit overseers by the <u>branch</u>. On this form the circuit overseer shows the effective date of the adjustment. If it has not been determined who will serve the new circuit at the time the circuit overseers are informed of the adjustment, the branch office will notify the congregations in the new circuit who their new circuit overseer will be, including also on the form (S-307) the date he will begin serving in the assignment.

48. The circuit overseers involved in the adjustments are requested to get in touch with one another right away to inform the brother who is being assigned certain congregations of the date they were last served or are scheduled to be served after the effective date of the adjustment, so that **congregations will be served twice annually or at least three times in two years.** If a brother is not being assigned to the new circuit at the time the adjustment letter is sent out, then an experienced circuit overseer in the area is assigned by the office to set up the circuit file, work out the routing for the new circuit, and care for various other details. All the circuit overseers affected are informed who will care for setting up the new circuit so they can communicate with him relative to congregations that are relinquished to the new circuit.

49. When rearranging circuits sometimes there is a matter of circuit funds deposited with the <u>branch</u> and circuit cafeteria equipment, sound equipment and other **things that have to be split between the new circuit and the old ones.** This will be done on a pro rata basis proportionate to the average number of publishers transferred from one circuit to the other. If it is impractical to split up the equipment, monetary compensation can be made to the circuits not receiving their share of the equipment. Usually one circuit will take over the old account and an invoice (S-74) will be made against the account, and a credit memorandum (S-73) in behalf of the new circuit(s), which will serve to credit the newly formed circuit or circuits with what balance is left in the account with the <u>branch</u>. The only adjustment the <u>branch</u> makes in the matter is in funds in the circuit account held by the <u>branch</u>. It may be necessary, too, for the circuit overseer to make recommendations for some adjustments in circuit assembly volunteers, such as the assembly overseer and assistant assembly overseer. Also, the circuit overseer may need to recommend new cities for circuit assembly locations.

50. CIRCUIT ASSEMBLY AND SPECIAL ASSEMBLY DAY: The branch assigns dates for circuit assemblies and special assembly days, notifying the circuit overseers accordingly as far in advance as possible, at least eight months and preferably a year or more in advance so they can obtain assembly facilities. The circuit assembly and the special assembly day should be separated by at least three or four months where possible. Where the number of publishers in a circuit is large and available halls are small, it may be necessary to divide the circuit into two or more sections and have a circuit assembly and a special assembly day for each section of congregations once each year. Or the distance for travel may be great and having assemblies at different locations may make it easier for the brothers to be in attendance and for this reason it may be necessary to divide a circuit into two or more sections so that all of the brothers will get the benefit of the program. On the other hand, two, or at most three, circuits may meet together in one hall, having a combined circuit assembly, or special assembly day, if expenses or scheduling make this advisable. A representative from the branch, or a district overseer may be assigned to the special assembly day program. The brother assigned will give the principal talks. The branch should consider the distance involved and the convenience of transportation schedules before assigning a qualified brother from Bethel to serve in this capacity. He will have the Saturday off in order to care for such an assignment. When no speaker is assigned by the branch the circuit overseer will usually be the principal speaker.

51. To aid the circuit overseer in caring for organizational matters at these assemblies, the branch appoints two well-qualified elders to serve in the **assembly organization.** They are the assembly overseer and the assistant assembly overseer. These brothers do not constitute a circuit committee. Rather, they just simply oversee matters in connection with assembly matters. The circuit overseer submits his recommendation as to elders who might serve in these positions of service, being well qualified to do so, and the branch makes the appointment, using the form S-325a as the original and form S-325b as the carbon copy which is retained in the office file.

52. At each circuit assembly the circuit and district overseers will get together and work out the details for the next circuit assembly. This includes confirming the dates and location, selecting the host congregation to be served by the district overseer, and providing him with the presiding overseer's address. When it is possible to rotate the host congregation, this is encouraging to the brothers. The circuit overseer will fill out the Circuit Assembly Confirmation slip (S-328a) in triplicate, sending the original to the <u>branch</u> and giving a copy to the district overseer. If the district overseer is married and his wife travels with him, arrangements can be made for her to accompany sisters and younger publishers in witnessing activity. The circuit overseer can write the district overseer in care of the branch supplying all needed details and how they will contact one another, informing him also of the exact location of the hall for the circuit assembly. (See 4:84.) The circuit overseer will inform the <u>branch</u> what facility has been secured for the special assembly day, and the city where it will be held, by filling out the Special Assembly Day Confirmation slip (S-328b).

53. CIRCUIT OVERSEER'S ROUTING: The circuit overseer submits his routing to the branch three months or more in advance using the Circuit Overseer's Route Sheet form (S-300). At the same time, he will send the congregation a Notice of Visit of Circuit Overseer form (S-302), prepared by the <u>branch</u>, advising them of the dates of his visit. Four to six weeks before the scheduled visit, he should write the congregation giving them instructions as to what they will need to do in order to prepare for his visit.

54. When the route sheets are received in the office they are filed alphabetically, according to name, and this gives a ready reference to the routing of the circuit overseers in sending mail and so forth. When a substitute circuit overseer serves, a route sheet is submitted showing his name first and thereafter in parentheses the name of the circuit overseer for whom he is substituting.

55. MONTHLY REPORT (S-301): At the close of each month circuit and district overseers send in a Monthly Report (S-301) which shows their assignments that month, their expenses, field service report and vacation dates. The office takes note of transportation and board and room expenses. The personal reimbursement for the overseer and his wife (if she is in full-time service) is included with the total reimbursement he receives. His field service activity and, if he is married, that of his wife is posted on the office's permanent records (S-216).

56. While traveling brothers have no set number of hours, it would be good for them to devote as much time as possible to, and give a good lead in, field service. The wife of the traveling brother will also devote as many hours as possible to the field service.

57. CIRCUIT OVERSEER MAKES A REPORT ON CONGREGATION: When this report on form S-303 is received in the office, it is carefully read, analyzed, and due consideration is given to comments made on the condition of the congregation. Ordinarily we do not acknowledge every circuit overseer's report on the congregation, but only when it seems as though further correspondence on problems will be helpful. The Branch Committee should be intensely interested in each congregation, just as was Paul, who said: "Besides these things of an external kind, there is what rushes in on me from day to day, the anxiety for all the congregations."—2 Cor. 11:28.

58. Recommendations for new appointments or for deletions are made on the S-2 form when the circuit overseer visits the congregation. The ORIGINAL copy of the S-2 form is always to be filled out even if there are no recommendations for appointments or deletions, showing the names of all brothers currently appointed as elders and ministerial servants. A SECOND copy should be made for the congregation file. When there are recommendations for new appointments or for deletions other than because of moving, death, disassociation, or disfellowshipping, the ORIGINAL and THIRD copies of the form are to be sent to the branch along with the S-303 form. The Branch Committee must decide whether or not to approve the recommendations made by the elders and by the circuit overseer for new appointments or for deletions. When recommendations are approved, a check mark is shown to the left of the brother's name on the ORIGINAL and THIRD copies of the S-2 form. The THIRD copy of the S-2 form is then returned to the congregation with the branch's stamp and the date of approval, indicating that the recommendations have been approved.

59. Where an elder is recommended for removal (with the exception of individuals who are disfellowshipped or reproved) **but he raises objections** and writes to the branch office questioning the recommendation for his removal, the Branch Committee may deem it necessary to ask the body of elders and the circuit overseer for some additional comment on his objections. Usually, the elders have endeavored to help such an elder and, during his visit to the congregation, the circuit overseer has reasoned with him regarding his falling short of scriptural requirements. After receiving further information, then **it can be determined whether or not there is any merit in the elder's objections.** If the Branch Committee finds it to be advisable, arrangements can be made for a special committee to meet with the elders to review the qualifications of the brother in question. If the special committee agrees that he does not qualify and the Branch Committee accepts their recommendation, then the removal is processed.

60. An elder who intends to move from a congregation should advise the body of elders in advance. Because of his moving the branch office is advised and he is deleted as an elder. Prior to his departure, however, **the body of elders should meet, without his being present,** to determine whether a favorable recommendation in his behalf can be sent to the body of elders in the congregation to which he will be moving. Usually, this is done without difficulty. There may be occasions, however, when a body of elders finds that they cannot conscientiously recommend such a brother. This may be due to the development of a recent problem in which the departing brother is involved or it may be on account of other reasons. If this is the case, they should **discuss the matter with him before he leaves** the congregation.

61. When a brother who has been serving as an elder moves into a congregation between visits of the circuit overseer, he does not automatically continue to serve as an elder. Of course, if the branch is transferring him, or is making a special assignment, an appointment letter (S-52a) will be sent from the branch office. Otherwise, if a favorable recommendation is received from the elders of his former congregation, the elders in the congregation to which he has moved may send a written recommendation signed by the Congregation Service Committee for his immediate appointment if that is the decision of the body of elders. They should include a copy of the letter of recommendation from his former congregation. If the recommendation is approved by the Branch Committee, the S-52a form would be used to make the appointment. A duplicate copy (S-52b) is attached to the letter from the congregation and put in the congregation's permanent file with the most recent S-2 form. New appointments or deletions made between visits of the circuit overseer can be indicated on the most recent copy of the S-2 form in the permanent file. If there is any question about a brother's qualifications, the elders should wait until the circuit overseer's visit before recommending his appointment. A similar procedure is followed in connection with ministerial servants who move into a congregation.

62. Until a brother who served as an elder in his former congregation is again appointed he would not attend elders' meetings. The elders can decide if they want to extend privileges that would normally be given to a brother who was actually appointed. This would likewise apply with ministerial servants.

63. If correspondence received from either the circuit overseer or the elders of a congregation that has been served indicates that the circuit overseer has not really helped the congregation in the manner that he should have, then the office will write to the circuit overseer, giving appropriate counsel and suggestions.

64. When congregation orders for literature are received, it would be appropriate for a responsible person in each branch to monitor the orders to be sure the requests are not excessive and that inventories do not build up beyond what the publishers can reasonably use. The circuit overseers can also be asked to watch this carefully when they visit the congregations.

65. If there is a need to make recommendations for adjustments in territory boundaries, the procedure outlined on form S-6, "How to Request a Territory Adjustment" can be followed.

66. REPORTS ON PIONEERS: The circuit overseer will endeavor to work with every regular pioneer in each congregation he serves, giving particular attention to those who are working isolated areas. It will also be encouraging for him to work with auxiliary pioneers as far as practicable. Where there are many pioneers, he may need to arrange to work with them every second visit, so as also to give some time to working with and encouraging congregation publishers.

67. The circuit overseer will submit a report (S-326) regarding each special pioneer or missionary following his **first visit** of each service year. Due to the district convention schedule in the southern hemisphere some branches may find it more practical to have this done during the second visit of each service year. Upon receiving the report, the office will determine whether or not there is a need to follow up on specific points by writing a letter to any special pioneers or missionaries who should be given further attention. On **succeeding visits** during the remainder of that service or calendar year the circuit overseer will submit a letter relative to the activity of a special pioneer or missionary whenever there is a need, stating what it is that requires attention. Any matters needing improvement that are reported to the office should have been already discussed with the individual. Reports and correspondence of this nature would be filed in the individual's personal file.

68. The circuit overseer should view the missionaries as he would special pioneers and endeavor to assist them. Once each year the office will make up a letter addressed to all special pioneers and missionaries, giving them encouragement, perhaps relating some upbuilding experience or report and pointing out objectives to have in mind.–See 17:69.

69. Special pioneer and missionary assignments should be carefully observed, particularly as to what they are accomplishing because they are receiving reimbursements from the <u>Worldwide Order</u> to accomplish a specific assignment. Is the money contributed by our brothers being well spent by aiding these individuals? Special pioneer and missionary assignments should be adjusted according to existing needs.<u>—See 1:43, 44.</u>

70. During December of each year the elders will review the progress of regular pioneers associated with the congregation and give kindly counsel and upbuilding encouragement. If certain pioneers are experiencing problems or are in need of counsel, then it is the responsibility of the elders to offer them the needed counsel and encouragement rather than simply reporting the matter to the branch office. **If a pioneer does not conduct himself in an exemplary Christian manner,** despite counsel given, it is the responsibility of the body of elders to remove him as a pioneer and notify the branch office of such removal.

71. The circuit overseer should be on the watch for publishers and pioneers who can serve elsewhere to assist congregations needing help. In addition to providing information about places in the circuit where help is needed, the pioneers can be encouraged to write to the branch requesting information about congregations needing help. They should have their letter signed by the service committee of the congregation. The circuit overseer can also submit recommendations for qualified regular pioneers to serve as special pioneers.

72. CIRCUIT AND DISTRICT OVERSEER REIMBURSEMENTS: Circuit and district overseers usually live in the homes of the brothers. Meals are provided and often assistance is given in connection with transportation expenses. Where expenses are not covered by the congregation, traveling brothers may request transportation expense from the <u>branch</u>. The <u>branch</u> will also pay for hotel or other rooming accommodations and meals when necessary.

73. The circuit and district overseers are given a monthly reimbursement by the <u>Worldwide Order</u>. The reimbursement for each country is established by the Publishing Committee. If any change is made from the current established reimbursement, approval must be obtained from the Publishing Committee of the Governing Body. There is a difference in the cost of living in different countries, and therefore it is not possible to set a uniform reimbursement to be paid in every country. If a brother's wife is traveling with him and is serving as a pioneer, she is eligible to receive a monthly reimbursement as well as receive a credit each year on her Personal Expense Account. This would also be true if the brother's wife qualifies as an infirm pioneer with an approved reduced number of hours. Otherwise, if she is not in full-time service and is counted as an isolated publisher, the usual arrangement is that she would not receive a monthly reimbursement and would not have a Personal Expense Account.

74. Circuit and district overseers who own their own cars may make request for **transportation expenses** between congregations and while serving congregations. If the congregation offers to cover the expenses of the circuit overseer while he serves the congregation, he may submit the receipts or bills for his reasonable expenses to the congregation, including the actual cost for gas, food, etc., and the congregation then is invited to cover by resolution what they feel is appropriate. Congregations may supply transportation during the week the traveling brothers are with the congregation or circuit, and this is very much appreciated. If transportation expense is not covered by the congregation, the traveling brother may submit the expense to the <u>branch</u>. In that case rather than just submitting the actual cost of the gasoline or petrol the circuit overseer may submit the amount he desires for reimbursement on the basis of 10 percent of the cost of regular grade, not high-octane, gasoline per U.S. gallon or 8.3 percent for the British or Imperial gallon, times the number of miles. If gasoline is purchased by the liter, the rate would be based on 23.6 percent of the cost per liter, times the number of kilometers traveled. The Branch Committee should review this matter and adjust the rate of payment up or down January 1 each year if the cost of gasoline has gone up or down by 10 percent. In many countries congregations and circuits make provision to assist traveling overseers with their expenses for tires, repairs, insurance, license, etc. Usually major expenses would be submitted to the circuit when convenient rather than to a congregation. In any case, if some congregations and circuits do not have the resources to cover such expenses, the branch may be asked to assist with these to the extent that the traveling overseer is unable to afford them. This applies to any personally-owned vehicle used in the traveling work if the brother is in need of assistance to keep his car operating. Requests to the branch for expenses over $1,000 should be submitted by requisition to the Publishing Committee with an explanation for consideration.

75. PERSONAL EXPENSE ACCOUNT: Similar Personal Expense Account arrangements as for members of the Bethel family apply to circuit and district overseers and their pioneer wives. (See 2:72-80.) Reimbursements and Personal Expense Account credits for circuit overseers and their wives in each country are established by the Publishing Committee on the basis of recommendations from the Branch Committees.

76. Money may be withdrawn from the Personal Expense Account for reimbursement of items purchased or to be purchased or other expenses. Circuit and district overseers may withdraw from their Personal Expense Account funds they wish to have.

77. VACATION ARRANGEMENTS FOR THOSE SERVING IN CIRCUIT AND DISTRICT WORK: Their vacation arrangements will be the same as for Bethel family members except for Saturdays off. (See 2:33-45.) However, unlike **Bethel members** who **may use only the time they have earned** whenever they wish during the year, **traveling overseers may use all of the vacation time credited to them at the beginning of a service year** at any time they wish during the year since they are credited with vacation time in one lump sum for the year, not on the basis of one day for a month during the year.

78. If there is a real need the Branch Committee may arrange for one or two of their members or someone appointed by them to meet with all the district and circuit overseers once a year. It may be convenient to do this during or after a convention. Those handling circuit and district overseer matters should make notation of things that might be taken up with the circuit and district overseers if it is necessary to meet with them each year. Not all the circuit and district overseers have to be at the same location, but if a group can get together they can be given helpful, personal counsel and instruction. This will enable Branch Committees to get better acquainted with these traveling overseers and thus be in a better position to render any encouragement or assistance that may be needed.

79. Concerning **circuit overseers who are not able to carry on with their work** any longer because of poor health, old age or other problems, but who have been many years in the full-time service, it would be a fine thing to invite them into the special pioneer work if that would be helpful to them and give them a permanent assignment somewhere. If it seems advisable in some cases to put them on the infirm list as special pioneers please make a recommendation to the Service Committee. However it may be that a change from the circuit or district work to special pioneer work without putting them on the infirm pioneer list would be satisfactory to them, and we can see how they get along. If they request to be put on the infirm list and receive reimbursement, then please give the details about their age, years of service, present situation, etc., to the Service Committee for consideration.

80. MEDICAL CARE AND EMERGENCY MEDICAL NEEDS: See 1:72-77.

81. DISTRICT OVERSEERS: Capable, experienced brothers should be selected to serve as district overseers. When needed these can be selected from the ranks of brothers serving as circuit overseers. It is preferable that they be older in years, having been baptized at least ten years. In addition to organizational and speaking abilities, they should be above average in their understanding of Bible principles, showing balanced judgment and a genuine humility that reflects a sincere interest in helping others. They should be men who have a high regard for the importance of the disciple-making work and take the lead for the encouragement of others. They should appreciate that their assignment as a district overseer does not give them an elevated, preferred position over others. Rather, they should see themselves as simply fellow workers "whom people put in charge of much" and who will rightfully have more than usual demanded of them. (Luke 12:48) If he is married, his wife should be a good example in modesty, submissiveness and zeal for the preaching and disciple-making work.

82. DISTRICT OVERSEER'S ROUTING: The district overseer will spend at least **two weeks with each circuit overseer every year.** During the week of a circuit assembly the district overseer will spend the first part of the week with the host congregation. The district overseer will give a talk to the host congregation on Tuesday and arrange to work with the circuit overseer, his wife, and publishers through Friday. On Saturday he will begin his work in connection with the circuit assembly. The district overseer will work with the circuit overseer in serving a congregation, generally the week after the circuit assembly(ies).

83. If a circuit has more than one circuit assembly each service year, circuit and district overseers will serve as follows: The first week the circuit and district overseer will usually work together with the host congregation. The district overseer will give a Tuesday evening talk to the congregation and field service will be scheduled Wednesday through Friday, both morning and afternoon. This will give the brothers many opportunities to work together the first week. For the following weeks the circuit overseer will arrange to have the district overseer and his wife work with the host congregation for that part of the circuit and the circuit overseer and his wife may work with a different congregation each week until time for the assembly. It may be there are pioneers or elders or others in certain congregations that the circuit overseer was not able to work with sufficiently on his regular visit or there may be some ministerial servants who need help in understanding their records or other problems. These congregations where the problems exist could be selected by the circuit overseer and different congregations would be worked with during the B, C and D assembly weeks without making it a formal visit to the congregation. On the other hand, the circuit and district overseers may feel that there is a congregation where both should serve because there is a special need or problem.

84. The routing for the district overseer is planned in advance. When the routing is ready it can be sent to the district overseer six or more months in advance. A copy is also mailed to the circuit overseer in the district along with the S-316 letter. The S-316 letter explains how the circuit overseer and district overseer work out the details for the circuit assembly for the following series, and this includes the selecting of the host congregation(s) to be served. Smaller branches with just a few circuits may continue using the District Overseer Route Sheet (S-309a) to inform the district overseer of his routing. In such cases the circuit overseer will be informed by the S-316 letter of the time he will be working with the district overseer. The dates will be shown on the bottom of the letter.

85. The circuit overseer is responsible to inform the district overseer as to the exact location of the hall for the assembly. The branch keeps the district overseer advised as to any changes in city locations of circuit assemblies, or dates, and advises him of the mailing address of the host congregation with which he will serve. The district overseer can communicate with the circuit overseer through his permanent address shown on the S-309a form and the circuit overseer can communicate with the district overseer through the branch office address.

86. The district overseer should be thoroughly acquainted with the methods and procedures used by the branch to get the preaching work accomplished. He should show good judgment in directing the preaching work. Circumstances vary a great deal from place to place because of a variety of local customs, laws and attitudes. An effective means to spread the good news in one area may not be appropriate elsewhere. Also, there is a great variety in the capabilities and experience of our brothers. Additionally, "the scene of the world is changing" because of many pressures and influences. (1 Cor. 7:31) Our approach to the disciple-making work should keep abreast of the changing times and varying circumstances. The direction of the preaching work should reflect adaptability, Christian reasonableness and flexibility.

87. We should keep uppermost in mind the principles behind our work, namely, preaching of the good news. Where there is freedom to do so and results continue to be good, we will go from house to house and witness on public streets. In places where restrictions are imposed, the work will have to be carried on discreetly. There is no need to insist that the brothers adhere to some procedure without deviation. Our aim should be to **avoid controversy and confrontation** with local authorities. Where problems of this kind arise, the important thing is to get the truth to the people as quickly and quietly as possible, searching out sheeplike ones who can be helped by a Bible study. Rather than view their activity as limited to the usual methods of service, our brothers should be helped to appreciate that our life we live each day, with all its many facets and responsibilities, should serve as a witness to our God. Any contact with another person should be viewed as a potential opportunity to share our hope. There is no cause to be disheartened when difficulties limit our scope of activity. As long as we are able to talk and there are people to whom we can speak, we can continue to tell them what we know about our God with full assurance of his blessing.

88. Inasmuch as the district overseer has an assignment which involves giving direction which has far-reaching effects on the work of our brothers, he should be a man of wisdom and discernment. When decisions are to be made, he should first consult God's Word with a determination to be guided by its principles. He should have a high regard for decisions made by the Governing Body and do all he can to cultivate the same appreciation in others. When no specific direction is available, he should "not go beyond the things that are written," relying on his own judgment. (1 Cor. 4:6) Decisions about matters affecting the work should be made in conjunction with the circuit overseer and the local elders. If different views prevent agreement, direction can be requested from the branch office rather than imposing his own viewpoint arbitrarily. He should not be averse to receiving counsel from his brothers, recognizing the benefits to be gained by a "multitude of counselors." (Prov. 11:14) His manner and conduct should reflect a genuine display of the fruitage of God's spirit. (Gal. 5:22, 23) Oversight of this kind will contribute the most toward the spiritual upbuilding of our brothers and the advancement of the preaching work.

89. DISTRICT OVERSEER'S CORRESPONDENCE: He fills out the District Overseer's Weekly Report (S-313) and the Personal Qualifications Report (S-326) on the circuit overseer and his wife. Where there is an A, B and C arrangement within the circuit, he waits until all the assemblies have been completed and then sends in the reports together. He furnishes the branch with his and his wife's field service reports and expenses on the Monthly Report (S-301).

90. He is free to correspond with the branch office on all matters pertaining to the Kingdom interests in the territory he serves. It is expected that he will be straightforward in reporting what he sees so that he may be helpful to the branch. This may also include information as to trends in the field, suggestions on handling theocratic activities, etc. When he completes his assignment in one circuit his assigned responsibility there ceases. Time and energies should be devoted to caring for matters pertaining to the circuit that he is presently serving.

91. The branch sends copies of all form letters, such as letters to pioneers, the bodies of elders, etc., to the district overseer for his information. In fact, anything printed that might pertain to the field is sent to the district overseer. *Our Kingdom Ministry* is mailed to him directly, but all *Watchtower* and *Awake!* magazines he will obtain from the congregation he serves. He can get his own private copies from the supplies in the congregations. In that way he will be offering to the public the same magazines that the congregation is working with. The office will not send any special supplies of magazines to a district overseer, but he may advise the circuit overseer well in advance of his needs and the circuit overseer will get the extra quantity with his order. The office will forward personal mail to his current address.

92. HANDLING DISTRICT OVERSEERS' REPORTS: Every report that comes in from a district overseer will be read by someone in the branch office handling the district and circuit overseers' correspondence. The reports and letters should be checked carefully and counsel given should be noted. As he is the branch's representative in the field, you will want to listen to him and benefit from his observations. These letters should have prompt attention.

93. In addition to the District Overseer's Weekly Report (S-313) which is made out on each circuit assembly, the district overseer makes out a Personal Qualifications Report (S-326), on the circuit overseer and his wife. He should observe the diligence, enthusiasm and effectiveness of each individual circuit overseer. He should take note of his relationship with the brothers, his field activity, his speaking ability and whether he is a good teacher. After noting these things the district overseer should give any suggestions or counsel he feels are appropriate with regard to things the circuit overseer or his wife need to work on for improvement. On the S-326 form he should provide comments as to what counsel or suggestions were given to the circuit overseer. As a representative in the field, the district overseer may give admonition and counsel that are most valuable.

94. After these reports are read, if the office feels it is advisable to write regarding certain points, it may do so. The district overseer may have indicated that further counsel may be necessary or that certain things need to be clarified or called to the circuit overseer's attention. Commendation may be in order due to exceptionally fine work being done by the circuit overseer. Where there is a need to write, the activity of the circuit overseer's wife can be commented on also. If her field activity is consistently low, it may be she will need to be viewed as a congregation publisher. However, she would still submit her activity each month to the branch on the Monthly Report along with her husband, but marking the report to show she is a publisher. As a rule, if she is over 50 years of age and has been in full-time service for 15 complete years or more, she may qualify for the "infirm" pioneer arrangement while traveling with her husband. In unusual circumstances involving individual cases, the Branch Committee may feel free to write the Service Committee regarding any recommendations for exceptions to this.

95. Each year the office will make up a letter to be sent to all the traveling overseers, offering general encouragement and counsel on things that may need improvement in the future.

96. When circuit overseers are recommended for district activity, the notation of this is made on the office records so the qualifications of these brothers can be considered when new district overseers are needed due to expansion or according to the periodic changes in assignments.

97. As a result of his association with the publishers in the circuit and having worked very closely with the circuit overseer, the district overseer will have a basis to give appropriate counsel and advice to the entire circuit assembly so the Word of God can be understood more clearly and given wider circulation.

98. If there are matters that should be considered with the district overseer regarding his activity or that of his wife, he can be written by the office whenever the need arises.

99. All **correspondence with the congregations,** circuit and district overseers, and the brothers in the country will customarily be signed by the branch's legal entity's signature stamp. However, mail to government officials or others may require the signature of the Branch Committee coordinator. No routine mail to the brothers within the territory you serve should be signed by an individual. Memos between desks in the office should be signed by the writer, not with a desk symbol.

100. Letterheads as well as envelopes may be ordered for local use if a high import duty is not charged. If the importation of stationery is too expensive you may find that you can get envelopes and use a rubber stamp for the return address in the smaller branches. We do not want to spend a lot of money to print letterheads locally, but we are usually in a position to supply what the branches need in this regard if an order is submitted. There does not seem to be any need to order inter-branch memos, as plain paper can serve this purpose.

Chapter 5

Correspondence

1. INCOMING MAIL: What each Branch Committee should be interested in is to give good service to all brothers and interested persons in handling inquiries and correspondence that come to the office. The branch arrangement is provided to give the brothers the best possible service. Most of the work is handled through correspondence. In many branches where the work is not too big the Branch Committee coordinator may handle all of the mail that comes in, whereas in larger places a mail desk and correspondence clerks and others would be involved.

2. Arrangements should be made to handle the incoming mail in an orderly and efficient way and without undue delay. It is good for the Branch Committee coordinator to check from time to time to see that the mail is handled properly, and that orders for literature and magazines are being filled within a short period of time. Otherwise additional work will be made as persons write in to inquire or complain with regard to the previous correspondence. Things that are marked "rush" or "urgent" should be given quick attention.

3. Large branches receive hundreds of letters daily while small branches may just get a few letters a day. In some branches this will determine the number of days the Branch Committee coordinator will need to work in the branch office. Or it may govern the number of persons who are required to handle the work. Regardless of the size of the branch organization the processing of the mail will follow the same basic procedure in all offices. Where hundreds of letters are received each day a correspondence clerk handles the mail itself while other individuals will follow through on handling the mailing of magazines or literature and invoicing, etc. But anyone involved should appreciate that when a person writes the branch he is writing because he wants something and prompt attention should be given to his request. Brothers are working in the branch offices to help people get the literature, to answer their questions, and to give them encouragement and comfort, and this should be done as soon as possible.

4. If additional help is needed from time to time, perhaps on a temporary basis to care for the work load, then the Branch Committee should see that this is provided so that the brothers will be served.

5. As to **how much work an individual can handle** in the way of letters depends of course on the individual and his speed and efficiency. It has been noted that one person in a branch office where translating or printing or other factors are not involved can generally care for 500 to 1,000 or even more publishers. If the mail load is small, then one person can handle the mail, doing the work of the correspondence clerk, the invoice clerk, the bookkeeping work, the report cards, writing letters to the congregations, arranging circuit overseer routings and also caring for the monthly reports to the Governing Body. Circumstances may vary from country to country and will determine how much one can do.

6. In branches where the work load is light, it is quite in order for the brother working at the branch to spend part of his time in the field activity. Or, if more than one is working in the branch but only part time is required, then it is fine for the one whose services are not needed full time to spend some time in the field activity. This is much better than to make work at the branch that is not really necessary. We are interested in the lives of people and bringing the good news to them.

7. In a branch where the mail load is small, it is good to arrange to handle the work at certain set times each week rather than letting it go for a week or two. The brothers expect service and we want to give it to them. It is not necessary, however, for a small branch receiving little mail to open the mail every day. The work should accumulate so that there will be enough work for a morning or a whole day so that the time will be well spent in handling it. For example, Monday and Thursday might be all the time necessary to do the branch work. There is no need to open the mail every day just to see what it is unless something is marked "rush" or it comes from Brooklyn or your printing branch. When it is opened it usually is best to read and handle it, otherwise time will be wasted reading it twice.

8. In many countries, much time is involved clearing shipments through customs, going to the bank, delivering shipments to the post office, picking up magazines at the pier or post office, and so on. This is very time consuming in some countries. Brothers in small branches have to do a lot of running around, but even so it is good to schedule your work to save time and to try to handle such matters so as little time as possible will be lost.

9. PROCEDURE: The basic procedure of work as outlined in *Branch Organization* should be followed whether your branch is a large one or a small one, whether there are many persons or just one working in the office. In a small branch the Branch Committee coordinator will care for all of the different kinds of work that pertain to that branch except he will be doing different things at different times of the day or week. After he has opened the correspondence he will take care of invoicing and then go on to shipping, handling matters in a logical order as he finds best. Questions on the handling of work may be referred to the Governing Body or discussed with the zone overseer during the time of his visit.

10. MAIL CLERK: Letters and cards (general correspondence) received may be sorted before opening according to states or provinces and into special departments, such as pioneer mail, circuit mail, convention mail, handbill orders, private mail, and so forth. It is not necessary to count incoming or outgoing mail. Special delivery letters, telegrams, and telephoned orders are put on the top of the piles or delivered to the proper desk on arrival. Usually letters in large envelopes are handled first, because they generally contain orders and subscriptions.

11. The mail clerk distributes the mail twice a day if more than one postal delivery is made during the day. In larger branches interdepartmental mail may be delivered several times each day.

12. CORRESPONDENCE CLERK: The correspondence clerk handles mail in the date order it is delivered to him. In the beginning of the month the mail may be heavy, because most congregations write the branch before the sixth of the month. Therefore, extra help may be given the clerk so that the mail is opened quickly for distribution.

13. The correspondence clerk will slit open about twenty-five envelopes at one time, one after the other, after turning the address face down. The mail is rejogged and stacked in position for handling. The clerk removes the contents and dates all the enclosures except checks, money orders, legal documents, and so forth. The date is put in the upper right-hand corner of all letters and enclosures, unless there is a special place on forms for office use only. The Contribution Remittance form (S(d)-20) should be checked carefully. Record the remittance on the form or correspondence in the proper manner, using symbols, C for cash, K for check, D for draft or cashiers' check, B for bank money order, O for post-office money order, S for stamps, X for express money order, or some symbols generally used in your country. The name of sender must be printed on the top of the letter or underscored, for filing purposes.

14. First read only as much of the letter as necessary to determine what is to be done with all enclosures. A correspondence clerk should never read lengthy letters on service problems, but get the mail moving to the proper department for handling.

15. REMITTANCES: If remittance is enclosed in the mail, check it carefully as to date, payee, proper amount, the agreement between written and numerical figures, title of account and signatures. It has been recommended that congregation checks have two authorized signatures.

16. Branches using a manual system will list any remittances on Statement Daily Receipts form (C–6). In branches using a computer, the SDR can be produced automatically by the computer after the remittance information has been entered, so there is no need for the correspondence clerk to write this on an SDR form.

17. All **donations from individuals** with the approximate value of US$5.00 or more should be acknowledged by a printed acknowledgment letter unless your Branch Committee sees a need to acknowledge somewhat smaller contributions. Otherwise donations in a lesser amount would be acknowledged only when it is necessary to write about other matters and in the same letter. The correspondence clerk will make out all donation letters acknowledging contributions. The acknowledgement sent to a disfellowshipped person should contain just the bare minimum acknowledgement of receipt for the contribution with any required tax language. No Scriptural thoughts or greetings are necessary. As to **donations from congregations,** these may be acknowledged by a notation on the literature and magazine statement showing the date, the check number or other description, the purpose for the contribution, and the exact amount of the contribution with a brief expression of appreciation. It will be convenient for branches handling their statements and bookkeeping by computer to do it this way. Other branches, if they are not computerized, may find it necessary or advantageous to continue to send out acknowledgment letters to congregations as well as to individuals. It is advisable to continue sending **donation acknowledgment letters to circuits** when they donate funds to the branch so that these can be read to the circuit.

18. STATEMENT DAILY RECEIPTS: In branches using a manual system, listing of monies on Statement Daily Receipts, (SDR) form (C-6), must be done daily, or when opening mail. For convenience in banking the usual procedure is to list separately all postal money order amounts on the SDR sheet and all check amounts on another SDR sheet. However, if your bank does not require this you may find it easier to enter them mixed on the same SDR sheet. Branches can list receipts in whatever order is most efficient. All cash received in amounts of $5.00 or more must be listed on the SDR under the name of the sender. All congregation remittances should be entered on an SDR sheet under the name of the congregation, if possible, and on a separate line. If your local government allows you to, you may bulk cash received in amounts under $5.00. The same is true of stamps. The SDR sheets become your daily cash journal unless your local government requires you to make handwritten entries in a Day Book or Cash Journal. The Society has two records of receipts: (1) SDR sheet; (2) the correspondence which has the exact amount of remittances written on the letter, order blank or the envelope if there was no other enclosure for filing. **In branches using a computer**, the SDR can be produced automatically by the computer after the remittance information has been entered. The SDR may be produced daily, weekly, or monthly, as needed by the branch. The computer system may be used to produce a Bank Deposit Report for depositing the remittances and a Breakdown of Receipts report for posting account totals to the ledger. Branches should list all funds received on an SDR. Even if a branch permits circuit overseers or special pioneers to receive reimbursements from funds turned in at a missionary home or depot, using an S-20 form, the branch should list the entire amount in the regular way on the SDR. Show a subtotal for cash received. Use a separate line for what is paid out and then show the total amount of cash received. In this way all the funds turned in as well as the expenditures will be listed on the SDR and you will have an accurate record and can show what is spent for the field, for relief, or for other purposes. —See "Receipts," 6:18-20.

19. In branches using a manual system, all SDR entries are proofread against adding machine tape if available and the totals of the last four columns must equal the total of the second column. The correspondence clerk should list **doubtful remittances** at the bottom of the sheet or separately on another sheet (C-6) and mark them questionable. The reason for this is that the bank may not recognize the figures written on the check. The title of the account may not be clear, a signature may be missing, there may be no date, erasures, and so forth. It might be necessary for the office to return the check to the sender and have a new check issued. In such circumstances, the order of the congregation in good standing would be processed and shipped, but write the congregation about the matter. If an individual sends in an unsigned check, return the check and order to him. In small branches the SDR may be used for the entire month by drawing a total at the end of the day you make entries and making a red line across the sheet. The money may be entered in the ledger book every day, weekly, or monthly, depending on the amount of business done. Your checks and cash must be kept with the SDR sheet until the monies are entered in the ledger book. The same SDR sheet may be used several times in this manner until filled.

20. In branches using a computer, an adding machine tape of the totals of a batch of remittances should be made (unless congregations use electronic funds transfer) and checked against an adding machine tape of the corresponding S-20's and letters. The batch of remittances with the totals shown on the adding machine tape may be deposited in the bank or you may hold this until the remittance information has been entered into the computer and a Bank Deposit Report produced for all batches to be deposited. The batch of remittance documents (S-20's and letters) should be entered into the computer and the total compared to the adding machine tape total. Daily, weekly, or monthly a Breakdown of Receipts report should be produced to be used for posting account totals to the ledger, and the reports retained as an audit trail to the subsidiary account information in the Accounts Receivable computer files. The totals posted to the ledger can be checked against the adding machine tape totals of the corresponding remittance batches, the Bank Deposit reports, and the bank statements listing the deposits actually made.

21. ORDERS, MAGAZINE REQUESTS, ETC.: The correspondence clerk will handle everything in the letter he is authorized to handle. **Complaints** should not be laid aside until later. After reading the letter, handle it to its completion. Letters that cannot be handled by the person opening the correspondence should not even be read. They should be quickly glanced over and marked for the right department. Examples: circuit reports, pioneer matters, Bible questions, news clippings, and so forth. These would be marked for the proper desk, set aside and delivered sometime during the day, usually just before noon and again at 4:00 pm. Larger branches may find it advantageous to make more frequent deliveries.

22. If parts of the letter are handled by the correspondence clerk, then what is handled should be properly bracketed, checked off, dated and initialed by the handler. The rest of the letter, perhaps on a Bible question, will be delivered to someone assigned to such work.

23. All orders for handbills should be given prompt attention.

24. The correspondence clerk will write out small orders on **labels** when appropriate. This would include such things as orders from the public and free item orders from congregations when items are not ordered together with campaign literature. If the clerk thinks an order is from a stranger, he will make out a **Please Call on This Person** slip (S-70). These slips should be mailed to the nearest congregation at least twice monthly. One of these mailings should be included with the monthly statement mailing.

25. Literature requests will be passed on to the shipping correspondence clerk. A packing list will be made up for the congregation and the order filled.—Note 18:20 regarding the use of mnemonic symbols on invoices.

26. Clerks may use an alphabetical file folder of some sort to presort and hold finished correspondence for current files until filing at the end of the day.

27. Sometimes literature is paid for by someone and ordered to be sent to another person. If it appears that the receiver of the literature is not in the truth, we also send a form **Gift letter** (C-7).

28. Persons writing for information regarding publications we print or cassettes or Bibles we handle may be sent the appropriate form S-59, C-9, or C-3, if available for their language. Some branches receive much correspondence asking for various items, also for pen pal addresses, letters of sponsorship, etc. Usually such correspondence may be discarded. However, letters asking for literature or a Bible study should be returned to the appropriate branch for handling unless that branch advises to the contrary. Requests for free literature usually can be handled by referring the request to the local congregation. At times individuals from other countries may write a branch office requesting sets of stationery, post cards, branch brochures, and other items of that nature. We do not recommend that the branches supply such items to individuals in other countries. As a general rule it is best to hold such items for those visiting the branch or publishers in your own country. Of course, there may be some exceptions to this that you will want to use your own judgment on, but in most cases we recommend that you return such requests to the branch in the country of origin.

29. If literature ordered is out of stock, write the person expressing our regret and ask what we should send in its place or what he wants done with his remittance. Always say we will return the remittance or send him what he requests from our publications.

30. Handbill requests may be passed on to the printing branch or to the Graphics Department to work out the filling of the order with the Job Press Department depending on the situation. **Magazines requests** will be forwarded to the printing branch in the manner arranged for each branch.

31. When letters are received at branch offices from countries outside the jurisdiction of the branch, such letters should be forwarded directly to the branch office handling that territory. If for some reason a reply is required from your branch to an individual living in a country handled by another branch, the branch originating the reply should send the original and carbon copy to the branch office handling the country where the person lives for forwarding. This will enable the branch receiving the reply to make certain the individual to whom the letter is addressed is in good standing and should be sent the correspondence.

32. Where magazine requests are received in branches, but the branch does not print and mail the magazines, M-229 forms should be prepared and sent every week to the printing branch. A copy of all M-229 forms sent to the printing branch must be kept in your file. The list of printing branches should be consulted so that magazine requests will be sent to the correct branch. If the branch handling the magazine request is the printing branch, then the M-229 form is not used, but the original M-202 forms may go directly to the Magazine Department, where they are first checked and proofread, and then entered into the computer.—See also Magazines, 13:11-16, 22-23.

33. If a person telephones locally or long distance and wants something, the office endeavors to give the matter quick attention. But a letter is just as important as a telephone call. The person writing took time to put his request down on paper and did not make you write it because of phoning. The letter writer kindly wrote it for you so that you would have a correct record. A telephone caller does not give you that courtesy or a written record; you do all the work. So why not give good service to those who correspond, just as good as to those who always use the telephone? If certain persons always phone, you can kindly suggest they write in the future. It will save time, because a correspondence clerk can handle two or three letters in the time it takes to handle the telephone call.

34. The office should **be very careful in giving out addresses** to anyone. The only addresses the branch will give out are Kingdom Hall addresses in any city. Do not give out any addresses unless you know that it is for a circuit or district overseer or a special representative of the branch. If mail comes in properly stamped from persons wanting a letter forwarded to an appointed representative of the branch, we can forward it, leaving it to the discretion of the receiver as to whether he wants to answer it. But we never forward mail to persons on our subscription list. We return it to the sender. The subscription list is considered confidential. Kingdom Hall addresses we can obtain from the report of the circuit overseer. If there is no Kingdom Hall in the city, it would not be good to give an address.

35. MAIL REQUESTING LITERATURE ITEMS: An individual may read an advertisement and be interested enough to write for a publication. If it is a basic study item produced by the organization, a single copy of the requested publication is customarily sent to the requester and a return visit slip is sent to the congregation so the interest can be followed up. Those writing for special-request items, indicating they have some familiarity with the organization, are referred to the congregation for local follow-up and handling. Any literature the person requests can be supplied by the congregation.

36. Any charges resulting from special handling of literature requests from a congregation may be charged to the congregation for reimbursement of postage or fees required.

37. In countries with the postal checking account system, if it is a convenience we may enclose a “pay-in” form for payment to the branch’s postal account for any charges due from the congregation. Currently in many countries we are using a telephonic arrangement to send contributions to the branch with approval already granted the branch to withdraw the amount indicated by the congregation from the congregation bank account.

38. Correspondence clerks should also make out a follow-up slip (S-70) for a return visit, and such should be sent to the congregation so that persons interested enough to write us might be called on soon and perhaps a Bible study can be started. The correspondence clerk or person handling mail in a branch office should be just as much interested in the person who writes as he would be in his own private Bible study that he is conducting in his congregation. We love truth-seeking people and we want to help them. Let us work in their interests so that they might get the truth. So accelerate your work by letting the congregations know so that the proper follow-up can be made on interested persons.—See 5:24.

39. Larger branches may require more than one worker to open, process and route incoming mail. This is usually arranged with the territory under branch supervision being divided and each clerk regularly caring for a certain section. In this situation, the clerk will handle the work for the assigned section as outlined in paragraphs 12-39 above. It may be better in very large branches to subdivide the work with one or more persons assigned to open and route mail while others care for specific work, such as, acknowledging donations, filling personal or label orders, etc. This will facilitate getting the mail opened and routed to various departments without delay. Then, the more routine work can be cared for throughout the day by clerks assigned to each operation.

40. MAILING SUPPLIES: Any form letters or other things that accumulate during the month to be sent to all congregations can be mailed with the Shipping Summary. Branches may find it appropriate to send *Our Kingdom Ministry* with supplies of magazines.

Chapter 6

Accounting

1. To support branch operations and the work of preaching the good news of Jehovah's Kingdom, voluntary donations are made. These are part of the resources dedicated to Jehovah. (1 Chron. 29:14-16) One of the Governing Body's concerns is that donated funds be used to the best advantage. This requires that proper records be kept of all incoming funds and of expenditures. Therefore, each branch keeps certain accounting records.—Matt. 25:14-30; 1 Cor. 4:2.

2. RESPONSIBILITIES: The accounting and other financial work in a branch is usually assigned to a single department under an overseer. In large branches the basic financial functions may be broadly divided into three categories: (1) treasury, (2) accounting, and (3) risk management. Other branches may want to divide their work along similar lines, but this will depend upon the amount of work to be done and the number and capabilities of the volunteers.

3. Treasury involves handling the branch cash. It includes the day-to-day procedures for processing cash and other receipts, making deposits into the bank, and signing checks for payments. In the larger branches, short-term investments need to be made of funds that are not needed immediately so that reasonable interest is earned. The department is responsible to recommend to the Branch Committee an appropriate commercial bank or banks to work with and for maintaining a good relationship with these. The same brothers also often handle tax matters.—See also Chapter 22.

4. Accounting, on the other hand, is concerned with keeping proper records and preparing reports. This includes preparing vendor invoices for payment; maintaining creditor and debtor accounts; reconciling bank and other accounts; updating construction and maintenance records for property, buildings, and equipment; maintaining inventory records of printing paper and other supplies; keeping the general ledger up to date; and preparing financial statements and reports. Printing branches may also need to do cost accounting so that the real or full cost of producing and distributing literature can be known. Cost accounting may also be used occasionally in other areas to help the Branch Committee or the Governing Body to arrive at appropriate decisions. In view of the work involved in keeping these records, a qualified brother may be given day-to-day oversight of accounting responsibilities in a large branch under the general direction of the overseer of the department.

5. Risk management is a broad term that is used to describe various programs for protecting the branch's assets such as Kingdom Halls and automobiles from financial loss. The Kingdom Hall Assistance Arrangement (KHAA) is an example. All programs or arrangements of this kind are to be developed in close cooperation with the Publishing Committee.

6. LEGAL REQUIREMENTS: Branches should carefully comply with the local statutory or legal requirements for financial records and for reporting to the government. (Matt. 22:17-22; Rom. 13:1-7) At times, branches have been exempted from certain requirements simply by explaining the nature of our work. However, all those who work in the financial area should be made aware that failure to comply with legal requirements without permission could lead to serious consequences including financial penalties and the loss of tax-exempt status.—See 1:39-46; 6:52-54; 9:19, 20.

7. The authorities generally expect an organization's financial records to mirror its activities. Inconsistencies often lead to problems. Therefore, it is vital that the brother responsible for accounting fully understands the branch's legal structure and the local legal environment. This requires that he cooperate closely with the Branch Committee and the Legal Department if the branch has one. Since even a slight change in the legal structure or environment can affect the accounts, he should closely monitor how transactions are being recorded to make sure that they are always in harmony with the branch's legal position.

8. CHART OF ACCOUNTS: A standard Branch Chart of Accounts (A-43) has been developed. This sets out the minimum accounting required for any branch. (See 6:14 for direction on how to handle local legal requirements.) You should set up a separate set of accounts for each legal entity that the branch is using. Always have your accounts in good shape, so that an auditor or a representative of the Governing Body can check them. All financial activity of the branch and all funds held by the branch should be included in the branch accounting records.

9. Generally speaking, local accounting records should always be kept in the local currency. However, if the majority of the cash on hand and the daily receipts and disbursements for a given legal entity are being held in or executed in a foreign currency, then it may be better to keep the accounts for this entity in that foreign currency. An example of this might be a branch entity that has the majority of its funds in a U.S.-dollar bank account. The majority of the receipts and disbursements made are also denominated in U.S. dollars. In this case, it would make more sense to keep the entity's books in U.S. dollars rather than in the local currency. Please write for more information if you feel this applies to your situation.

10. The Branch Chart of Accounts is based on the widely accepted principle of double-entry bookkeeping. The double-entry system provides a logical method for recording financial transactions and for proving the accuracy of what was recorded. Under this system each entry in the books has to affect two or more accounts to keep the system in balance. An account is a predetermined category for summarizing similar financial transactions. The complete set of accounts needed to record an entity's activities is referred to as the general ledger. For each debit to one account, there must always be a corresponding credit to another account. The sum of all the debits to the accounts always has to equal the sum of all the credits. This double-entry principle is the basis of most of the accounting software that is readily available today. If you need help with understanding double-entry bookkeeping, please feel free to write.

11. Bookkeepers can record transactions in one of two ways. The simplest method is called the cash basis of accounting. When it is used, economic events are recorded only when cash is received or disbursed. Amounts owed to or by the branch are not included in the books on a day-to-day basis. A record of assets and liabilities is kept in the books, but they are depreciated or adjusted only at the end of the financial year. On the other hand, the accrual basis of accounting recognizes revenue or income as soon as it is earned and expenses as soon as they are incurred no matter when the cash is received or paid. With the use of accrual accounting, supplies are not charged to expense accounts when they are purchased, but rather, they are added to the stock on hand. The actual items used during the month are subtracted from the inventory, and their values are charged to the appropriate expense accounts. This involves keeping track of the movement of supplies and charging inventory values each month. Because it includes an estimate of future cash receipts and payments, the accrual basis usually gives a more accurate picture of the branch's financial position at any given time. When a branch is small, there is not much difference between the results of the two methods. So most branches should keep their accounts on the cash basis unless they are required by law to use accrual accounting. This will keep their bookkeeping requirements to a minimum. It should be noted, though, that cash basis branches are asked once a year to make some additional estimates needed to prepare a proper balance sheet and operating statement.—See 16:13.

12. There are five types of accounts in a complete chart of accounts. *Assets* are the resources owned by the branch. Cash on hand, materials stored as inventories, buildings, and equipment are all examples of assets. The claims of creditors against those assets are called *liabilities*. For example, Personal Expense Accounts and loans from individuals or congregations are liabilities. When all the liabilities of the branch (what is owed) are subtracted from all the assets (what is owned), the remaining figure is referred to as the *net assets* (or net worth). *Revenues* are the branch's actual or expected receipts. Donations and bank interest are usually the main source of a branch's revenues. *Expenses*, on the other hand, are the actual or expected payments for day-to-day operations. Some examples of expenses are payments for telephone service, shipping charges, and rent.

13. The Branch Chart of Accounts, with its complete range of asset, liability, revenue, and expense accounts, should provide enough detail to support what is needed locally and to complete the various reports that the Publishing Committee requests periodically. The larger branches may find a more detailed chart of accounts advantageous. In any case, in your records you should only set up accounts or special funds for which there is or there is expected to be some local activity. Other accounts do not need to be set up. You are free, of course, to translate the account names or descriptions into the local language or to change them if that satisfies a local need. However, when reporting to the Publishing Committee, you must always use each account in the way it is described in the Branch Chart of Accounts. Please write for assistance if you need help with any aspect of the chart of accounts.

14. We recommend that you use the chart of accounts supplied by the Publishing Committee as the basis for your day-to-day records unless you have a strong reason to do otherwise. This will simplify matters. Before deciding on another approach, make sure that you know what the local law requires. It might be possible, for example, to use the chart of accounts on a day-to-day basis and simply adjust the results to conform to local regulations whenever reports have to be prepared for the authorities. However, if using the chart of accounts will not satisfy the local authorities, there are at least two possible approaches. (1) Use the local chart of accounts, and follow local standards to record daily transactions. At the end of each month, transfer the balances from your local chart of accounts to a separate worksheet and make any necessary adjustments to conform to the standards supplied by the Publishing Committee. Then cross-reference the balance of each local account to a corresponding account in the Branch Chart of Accounts, and complete the reports to the Publishing Committee. (2) Alternatively, keep two sets of accounts. You can then prepare financial statements and reports as needed from each set of accounts. Of course, each branch is in the best position to make a final decision as to which approach to use in their situation.

15. SPECIAL FUNDS: When a branch is asked to send funds to another branch from its general funds, the receiving branch should always credit their general fund on receipt. However, if a branch is asked to send funds to another branch from any of their special funds (Kingdom Hall Fund, KHF; Kingdom Hall Assistance Arrangement, KHAA; Relief Fund, EEAA, etc.), they should provide the receiving branch the name of the fund. The receiving branch will then record the receipt in that fund. Please write if you need more information on using "fund accounting" for these special funds.

16. All Kingdom Hall construction loans issued after September 1, 1999, should be recorded in the KHF. Repayments on those loans should also be recorded in the fund. However, repayments on any loans that were previously issued from general funds should continue to be recorded in the general fund. Where a branch corporation holds legal title to the Kingdom Halls or Assembly Halls, any funds advanced to the congregations or disbursements made for construction should be recorded in the "Work in process on local projects" account rather than in a loan account. Please write if you need further explanation of this.

17. Cash balances in the special funds can be left to build up unless that is not permitted by local regulations, in which case you may make a recommendation to the Publishing Committee. If you spend more than what was received from local contributions in any special fund, the disbursements should still be charged to the fund. This often happens, for example, with relief expenses. At the end of the year, if there is a deficit balance in any special fund, simply bring the balance of the fund to zero by recording an interfund transfer from the general fund. Notify the Publishing Committee of the adjustment, and we will make a corresponding adjustment in the International KHF, International Relief Fund, or another appropriate special fund.

18. RECEIPTS: Every working day, receipts will be coming into the branch. In branches using a manual system, each entry must appear on the Statement of Daily Receipts (C-6), the SDR, no matter where the money comes from or what it is paid in for. In countries where congregations or individuals can send remittances directly to the branch's bank account through the banking or postal system, a thorough reconciliation has to be made each week or month of what the sender or senders say was sent with what the bank says was received. When the SDR sheets are totaled, the totals are transferred to the books or records of the branch. It is not necessary to enter the check or money order number on the SDR sheet unless you need it for some purpose. You marked it on your letter or remittance form. (See 5:13.) In branches using a computer system, the computer program produces the SDR. A Breakdown of Receipts or some similar report is produced periodically to document the account totals posted to the general ledger.

19. When materials, equipment, vehicles, or buildings are donated to the branch, the fair market value (current probable selling price) of the item(s) should be determined and recorded as a donation unless you are not permitted to do so by law. The amount should be debited to the appropriate asset or expense account and credited to the "Other donations" account. If the local law does not permit you to do this, then please keep a separate record of these donated amounts and report the total at the end of each year to the Publishing Committee. Please break the total figure down into the respective asset and expense accounts that would have been involved if they were recorded.

20. In some countries special pioneers and missionary homes receive reimbursements by taking funds from donations to the worldwide work. However, the total amount turned in should be entered on an SDR sheet with a deduction for the special pioneer or other reimbursement shown toward the bottom of the form. The balance would go to the bank or to the cash drawer. That way you will have the complete financial details for the branch entered on the A-13 form month by month both for total funds remitted and for those disbursed.—See 5:18.

21. DISBURSEMENTS: Vouchers may be numbered as part of the identification of some entries. If a branch does not use vouchers, the number of the invoice paid or other identifying information can be entered instead of the voucher number. In some branches, disbursements are made using checks; in others, wire transfers, electronic funds transfers, postal payments, and other methods are used. The branch should determine which method is the most practical and cost-effective in each case.

22. Small miscellaneous cash payments are not made directly from the cash on hand in the office but are made from a special petty cash fund set up for that purpose. Replenish the petty cash fund as often as needed but at least once a month. In the petty cash box or drawer, the sum of the money and receipt slips for expenditures must always be equal to the total of the fund. Petty cash funds should be audited from time to time by a responsible brother to see that this is the case. The total fund amount is carried forward each month on the books separately from the cash in the office. Petty cash will always remain at the same figure, unless a specific authorization for a change is approved and documented. The place where the petty cash is stored should be kept secured by lock and key. This key should not be kept in a location where it is accessible to others. One person should be appointed to be the custodian of each petty cash fund and be responsible for all money disbursed. When responsibility for the petty cash fund is transferred to another person, for example due to vacation, a count should be made of the petty cash fund. The amount of cash and requisitions should be noted and initialed by both persons. The process should be repeated when the person responsible for the fund returns.

23. All disbursements must be supported by sufficient documentation such as an invoice or a bill. Sufficient documentation consists of the approved requisition, receiving slip as proof of the items being received, the price charged minus any discount, and the final amount paid all stapled together. The check number, date, and the amount of payment should be shown on the bill, with corresponding entry made on the check stub or copy. This is a general procedure. It may vary when computerized accounting is implemented. Where other systems are used, however, it should still be very simple for someone reviewing the records to find corresponding proofs of approval to purchase, receipt of goods, and payment for every disbursement.

24. Missionary home funds and advances to traveling overseers are handled in the same way as petty cash funds. They should be carried forward each month separately from the branch cash on hand. In the case of a change to one of these funds or advances, which may be authorized by the Branch Committee, the home servant or traveling overseer should sign a new receipt.

25. CIRCUIT ACCOUNTS: In some lands circuits open accounts with the branch that they can use to deposit and withdraw money. Circuits are not required to keep accounts with the branch. No interest is paid by the branch on these accounts. However, some may wish to deposit most of their funds with the branch and retain a small amount in a local bank account. This allows the branch to use most of the money and enables the circuit to retain a sufficient amount for minor expenses prior to the next assembly. As long as a circuit has a deposit of money with the branch, it can charge supplies against the account or can withdraw the money. Since the chief purpose of these accounts is to enable the branch to make use of the funds, it is preferable for supplies to be obtained through the congregation in the territory where each circuit assembly is held. This may not always be practical though, so the circuit can have such supplies charged to its credit balance if necessary. However, when a circuit account has no credit balance, the branch usually does not give credit to a circuit. A statement is sent for circuit accounts only when there is a charge or a credit. Where funds are limited or where the work is just beginning, the branch may have to advance funds to get a circuit assembly organized.

26. BRANCH ACCOUNTS: There are basically three types of transactions between branches, (1) transfers of funds, (2) literature shipments, and (3) shipments of materials, supplies, and equipment. In each case, the transaction can be recorded either as a donation or as a receivable/payable. Donations should be recorded by the sending branch in the "Donation to cooperating societies" account, and the receiving branch should record them in the "Donation from cooperating societies" account. Receivable/payable transactions should be recorded by both the sending and the receiving branches in the "Due to/from cooperating societies" account. What determines whether to use a "donation" or a "due to/from" account? The circumstances and legal requirements in each country will dictate how a transaction will be recorded.

27. Transfers of funds will generally be billed to the receiving branch. However, if the receiving branch cannot legally carry a debt to a foreign society on its books, then the transfer can be recorded as a donation. Literature shipments will generally not be billed to the receiving branch but are considered a donation. Since branches do not show a value for literature on their books, nothing would generally be recorded. (See 6:33.) Sometimes, though, a branch might want to pay for a shipment of literature because their funds are building up or because that is the only way to get the literature into the country. In that case the receiving branch can be billed. Finally, shipments of equipment and materials will generally be billed to the receiving branch. At times, however, because of legal issues, it is not possible or advisable for a branch to be billed in this manner. Then the transaction can be recorded as a donation. In each case the local regulations and circumstances must be considered. If you are not sure what to do, you can always inquire of the Publishing Committee.

28. The documentation for each transfer or shipment must clearly indicate whether it is a donation or a bill. Charges will always appear on notices of transfer, invoices, or memorandums, and each branch should receive a copy of the document. The total cost of each transaction is charged, including freight, postage, cartons, insurance, fees, and any other related expense. When branches make out invoices, they should always show on the invoice the name of the branch from which the transaction originates and also the name of the branch to which the charge is being made. For donations, the notice of transfer, the invoice, or the memorandum should be clearly marked "Free Gift" or some other such statement as requested by the receiving branch and should simply show values for customs purposes.

29. There are a few exceptions to the foregoing guidelines. To save work, it is not necessary for you to invoice amounts of less than US$50. The sending branch should absorb these minor amounts in the "Other cooperating Societies expenses" account. If you are requested to send funds to a country where there is no branch, you will expense the amount to the "Donation to cooperating societies" account. Or if the Publishing Committee instructs from the outset that you send cash as a donation, then expense the amounts to the "Donation to cooperating societies" account. In many instances there is no need to open a branch account and send out statements when the receiving branch will never be able to repay. Finally, from time to time, you may be requested to transfer funds between branches when money is not actually sent. These requests usually involve relatively minor amounts, and it would not be practical to make a wire transfer for such a small amount. A signed letter regarding these requests should always be sent to the Publishing Committee for approval. (Note one exception at 8:45 for funds sent to missionaries or Bethelites.) After approval, a copy will be forwarded to the branch making the payment. However, no invoice or credit memo will be issued. Money received will be recorded as "Donations from cooperating societies" by one branch, and money disbursed will be charged to the "Donations to cooperating societies" account by the other. If the payment relates to a liability being held by any branch, however, then the branch holding the liability should debit the appropriate account (PEA, loan, etc.) and credit the "Due to/from cooperating societies" account. The branch making the payment should debit the "Due to/from cooperating societies" account and credit the "Checking and savings" account. Of course, individuals should generally make requests for payment of PEA and other liabilities directly to the branch holding their account. No interbranch transactions will result in this case.

30. Whenever amounts are paid on branch accounts, the "Due to/from cooperating societies" accounts are used to record the payment. No branch should pay invoices to any other branch unless they have been directed to do so by the Publishing Committee. Money is not to be sent to countries where it is not needed. When a branch has been directed to make payments on their account, these will generally be made at the end of each month. A letter to the branch should accompany your check or wire transfer, stating the dates and numbers of the invoices being paid. Always send a copy of such interbranch letters to the Publishing Committee. In some instances branches may find it advisable to save up charges and pay them quarterly or even semiannually rather than monthly. Many times this would result in reducing the fees for transmitting funds.

31. After the books are closed for August each year, branches that are holding "Due to/from cooperating societies" accounts with a receivable balance will provide the Publishing Committee with a listing of these accounts and their balances. They will also send a detailed statement to any branch that is carrying a debt with them showing the current standing and any activity on their account over the past year. When practical, one copy of each invoice and credit memo will be attached to the statement. Keep a separate file for statements from each branch. The statements should always be checked as soon as they are received. Any discrepancies should be pursued immediately with the branch in question.

32. If a branch has an account with a receivable balance that is in reality not collectible and they would like to write it off, they should write to the Publishing Committee for permission to do so. Please state whether both branches are in agreement with the recommendation. If the receiving branch wants to keep the debt, it will tell the sending branch and the Publishing Committee why. If permission to write off the account is granted, the amount written off should be charged to the "Donations to cooperating societies" account, and a credit memo should be sent to the branch receiving credit. They, in turn, would credit the account "Donations from cooperating societies" to write off the debt on their books. Similarly, any accounts with a balance of US$100 or less can be automatically written off at the end of August unless there is some legal reason to keep them. The branch that holds the receivable balance should initiate the appropriate documentation to the debtor branch so that if both branches are in agreement, they can make the necessary entries in their accounts.

33. INVENTORIES: Branches do not need to show any value for the literature or printed signatures in stock at the branch, at depots, or in the congregations. However, all printing branches need to set up inventories for production materials and supplies, recording such in the "Production inventories" account. Any exceptions to this have to be approved by the Publishing Committee. Good control over these inventory levels is vital, and accurate records are helpful. For other items such as maintenance supplies or equipment parts, an inventory record-keeping system may also be needed or practical. As a general rule of thumb, if items are purchased before it is known where they will be used and the average value on hand is significant enough to be reported as an asset on the balance sheet, you should consider setting up a "Supplies inventories" account. In any event, annual physical counts of what is on hand should always be taken to ensure that inventory levels are not excessive in any area, to confirm whatever records are being kept, and to adjust the records to correspond to the count. If you need assistance with any issues relating to inventories please write.

34. REIMBURSEMENTS: Branches may choose to deduct from the monthly reimbursements to special full-time servants any charges for personal purchases or services that may have been incurred for them during the month, if that seems practical. In any case, charges incurred by someone visiting from another branch that are not paid in full at their departure should be forwarded to the branch where the individual is assigned. The branch that incurred the expense may write off the outstanding amount and should send a statement detailing the outstanding charges to the individual through the other branch. Payment should be made promptly by the individual to his local branch office.—See 2:66-70; 4:72-74; 6:29; 8:20; 17:40-46.

35. PERSONAL EXPENSE ACCOUNTS: See 2:72-80; 4:75-76; 6:29; 8:23-25; 17:48-49.

36. PROPERTY, BUILDINGS, AND EQUIPMENT: Adequate records must be kept for all real property and major equipment that is owned by the branch. If legal title to equipment or property belongs to a foreign corporation, it should be recorded in the books of that corporation. Do not also list it in the accounts of a local corporation. However, keep a separate record at the branch, indicating which corporation and country holds legal title. Report this information to the appropriate branch office, giving an annual update in August each year.

37. Each branch should set a reasonable threshold under which assets will be expensed rather than capitalized, taking into consideration the local law and circumstances. The amount should generally be no less than US$50 and no more than US$5,000. In larger branches it may be necessary to physically tag assets to identify them. Once each year, perhaps in February, take an inventory of all branch equipment and real property. The Governing Body does not need these detailed lists; they should be kept at the branch. Verify the existence, location, and condition of each asset, and update your records as needed. Each missionary home servant should similarly take an inventory of equipment and supplies at the end of February for items valued at US$100 or more and send it promptly to the Branch Committee coordinator. The report should show the valuation of the property the branch owns in that home. Each home should be listed separately, showing the total value of the assets. Update your records accordingly.

38. For land and buildings, the asset record should include the legal title, location, date and details of acquisition, and original cost. Once a year, also record the current fair market value of the property. If your real estate has been assessed at a realistic and current figure, then you can use this to show the value of the land and buildings. If the government does not assess property or if the assessment value is not a realistic figure, then show a value that you feel represents the current probable selling price of the property. Other helpful information that might be included in the record includes the insured value of the property, property tax liability, and any legal restrictions on the use of the property. For branch equipment records, include a complete description of the item, location, model and serial number, date and details of acquisition, and original cost. For depreciation purposes, when depreciable items are acquired, record the estimated useful life and salvage or recovery value (if any) of each item. The date and details of any additions or improvements to property, buildings, and equipment should also be noted along with the associated cost. Finally, whenever property, buildings, or equipment are sold or otherwise disposed of, record the date and details of disposal for future reference. If the original records pertaining to any asset are not available, (1) establish the current replacement cost, (2) estimate the acquisition date, (3) determine the item's useful life and its salvage value, and (4) estimate depreciation since the acquisition date.

39. The original cost of property, buildings, or equipment includes any expenditure necessary to acquire the asset and to make it ready for its intended use. The cost of land includes the purchase price, any closing legal costs, real estate commissions, accrued and/or delinquent property taxes or liens assumed by the purchaser, and any expenditures for clearing, draining, filling, and grading the property or demolishing existing structures. When land and buildings are purchased together, make a reasonable estimate apportioning the price paid between the land and the building(s) on the property. The cost of a building includes the purchase price, closing legal costs, any real estate commissions, as well as the cost of any major renovations that are needed before the building is suitable for use. The cost of equipment includes the purchase price, taxes, freight charges, any transit insurance, and any expenditure required to assemble, install, or test the unit. Donated property, buildings, and equipment should always be valued at their fair market value (the amount that the item could reasonably be sold for) at the time legal title was transferred to the branch. If at any time you feel that the original value of branch property, buildings, or equipment has to be adjusted from its historical cost, perhaps as a result of hyperinflation or a major currency devaluation, please write the Publishing Committee for its comments.—See also 6:49.

40. When buildings or equipment are constructed or if major improvements are made to existing items, the construction and related costs need to be determined. However, Regional Engineering Offices (REO) will not charge other branches for their internal expenses on projects. Instead they will expense any costs they incur on projects for other branches to the "Donations to cooperating societies" account. However, any engineering expense as a result of contracts with outside firms should be charged to the project regardless of which branch pays the bill. Please use the AO-6, AO-7, AO-8, and AO-9 forms for any construction project with a budget of US$100,000 or more. For projects with a budget under US$100,000 but more than US$30,000, please use the AO-6, AO-7, and AO-9 forms only. Finally, for projects with a budget of US$30,000 or less, you do not need to use any of these forms. Under the direction of the Branch Committee and in conjunction with the REO that is assigned to the project, the local construction office will prepare the AO-6, AO-7, and most of the AO-8 form. The local accounting office will complete the "Actual Spent to Date" column of the AO-8 as well as the entire AO-9 form at the completion of the project. All costs for projects reported on these forms should be charged to the "Construction in progress reported to Brooklyn" account. The balance in this account should agree with the sum of all the AO-8 reports sent to the Publishing Committee each month. Keep a separate ledger for each project, breaking down the costs according to the "area" and "element" categories of the CCT system. When the project is complete, transfer the total cost of the project from the "Construction in progress reported to Brooklyn" account to the appropriate asset account (land improvements, buildings and improvements, etc.). If the corporation that accounted for the construction does not hold legal title to the completed asset, then the final cost of the project (excluding any REO costs, which should have been expensed) should be invoiced to the other corporation. Copies of any such invoices between branches should always be sent to the Publishing Committee. Please feel free to write if you need help with any aspect of construction accounting.

41. For local projects that will not be reported individually to the Publishing Committee, you can charge the ongoing costs to the "Work in progress on local projects" account. The Branch Committee can decide what forms, if any, they will use locally to keep track of these projects and also to what level of detail. When a project is complete, transfer the total cost of the project from the "Work in progress on local projects" account to the appropriate account (land improvements, buildings and improvements, etc.).

42. For the purposes of the organization's reporting, all property, buildings, and equipment other than land will be depreciated to their estimated salvage or recovery value over their estimated useful life. This depreciation is not for valuation purposes but, rather, to allocate the cost of the organization's investment in these assets over the time that they are used. Whether or not a branch records this depreciation in its accounts, however, depends on the local legal environment. If a branch chooses to record depreciation in its accounts, it can do so monthly, annually, or at whatever frequency in between that is most practical. Each branch should prepare general guidelines for the estimated life and recovery value of the major classes of its assets (buildings, printing presses, laundry equipment, vehicles, and so on) and provide the Publishing Committee with a copy. The salvage or recovery value can be zero or whatever is a reasonable estimate. These guidelines have to be relatively consistent among branches, otherwise any cost accounting that is done for the Publishing Committee will not be comparable. For example, buildings usually are depreciated over 40 or 50 years with an estimated recovery value of zero, since we rarely sell our buildings. Cars and light trucks generally are depreciated over five years with an estimated recovery value of 20 percent or more if the branch's policy is to sell and replace vehicles every five years. Depreciation should be calculated on a straight-line basis (that is, the same amount each month) and expensed until the asset is fully depreciated. (See 6:43.) For example, depreciation on a machine that cost US$800 with an expected life of five years and an anticipated salvage value of US$200 would be US$10 per month. Start recording the depreciation expense the same month an item is put into operation. If an asset is still in use after it is fully depreciated, you should keep the asset on the books. The accumulated depreciation will equal the original cost, and the net book value of the item will equal zero.

43. Once again, the foregoing policies on depreciation are for reporting to the Publishing Committee. Each branch must see that its books conform to whatever is required locally under the law. Corporations that submit balance sheets and make tax payments to the authorities should fix the value of the branch's assets and make use of as much depreciation as the law permits if it is going to make a difference in the taxes owed.—See 1:39-46; 6:6, 7, 52-54; 9:19, 20.

44. The Publishing Committee should approve any requests to dispose of property, buildings, or major equipment by sale, exchange, or scrap. The Branch Committee may recommend the disposal of vehicles and any other equipment. When an asset is disposed of, all amounts related to it must be removed from the accounts, including the original cost and the depreciation to date (for those branches that record depreciation on their books). There usually is a gain or loss on disposal, and this should be recorded in the "Gain or loss on sale or disposal of assets" account.

45. RECONCILIATIONS: The bank reconciliation is an important check on the accuracy of your records. The bank statement shows the transactions and balances for your account(s) with the bank. It is really a copy of the bank's records sent to you for your review. You usually have about 30 days to identify any discrepancies. You should reconcile the bank account(s) at least once a month. This is one of the essential items examined during the regular audit of the accounts. To get the maximum benefit, the reconciliation should preferably be prepared by someone who does not have direct access to the branch cash or direct responsibility for handling receipts and disbursements.

46. There are two reasons why the bank statement and your records will almost never agree. (1) There are time lags that prevent one of the parties from recording a transaction in the same period. For example, you will record a payment on the day it is issued. But the bank will only record it some days, or even weeks, later when the payment has finally cleared the banking system. (2) Either party can make errors in recording a transaction. The purpose of the reconciliation is to separately identify the errors from the timing differences so that the former can be corrected in either your books or the bank's.

47. The procedure for preparing the reconciliation is straightforward. (1) Start with the closing cash balance reported on the bank statement. (2) Add to that figure any bank deposits you have made that are recorded in your books but are not yet reflected on the bank statement. These are often called deposits in transit. Make sure that any deposits in transit on the preceding reconciliation have been properly credited in the current month. (3) Subtract any checks (or other forms of payments) that are recorded in your books but not yet reflected on the bank statement. (You may find it helpful to arrange the paid checks, if the bank returns them, in numerical order first and then compare each check with your records.) These are referred to as outstanding checks. Also, remember to include any checks that you listed as outstanding in the preceding month but that the bank has not yet returned or listed on the bank statement. (4) Make a note of any errors you discover in amounts recorded by the bank or in your books. You will need to correct these afterward. (5) Take note of any bank debit or credit memorandums that have not yet been recorded in your books. These may be for service charges, charges for checks that could not be processed because of funds in the issuer's bank account, or other items. After the bank statement has been fully reconciled to your records, you need to make the necessary entries in your records to record or correct any reconciling items that were identified. Also, notify the bank immediately of any errors in their records so that they can make the necessary corrections.

48. If the branch uses any other control or summary accounts in the general ledger, such as accounts receivable, inventory, or accounts payable, the balances in these accounts should also be regularly reconciled with the underlying detailed accounts. For example, the sum of all the balances on individual vendor accounts should always be equal to the balance in the general ledger "accounts payable" account. If not, an error has been made, and it should be identified and corrected as soon as possible. Every effort should be made to resolve these discrepancies by the end of the fiscal year at the latest.

49. OTHER POLICIES: At times, countries experience periods of hyperinflation and/or significant currency devaluation. In these situations, the accounting records may need to be adjusted to restate long-term assets and liabilities in accord with the changed economic realities. Otherwise the book value of these assets and liabilities could become meaningless. Whenever the combined effect of hyperinflation and currency devaluation is more than 10 percent in one year and it appears that this trend will continue, the Branch Committee should consider whether to restate long-term assets and liabilities, such as land and buildings. If they feel it is appropriate to do so and the local authorities have provided a formula, then you should use that as a basis to adjust your records. If the local authorities have not provided a formula, then you should adjust your records so that the local currency amounts correspond to what the figures would be if the accounts were actually being kept in U.S. dollars. For example, say that the book value of the "Land" account was 100,000 and the equivalent value at that time in U.S. dollars was $50,000. However, the combined effect of inflation and devaluation in the next years was 20 percent and the exchange rate to U.S. dollars went from 2.00 to 2.25. To adjust the value of the property, you would debit the "Land" account for 12,500 (bringing the total value of the property in local currency up to 112,500 and the equivalent in U.S. dollars back to $50,000) and credit the "Gain or loss on currency translation" account for 12,500. These adjustments would generally be made once a year in August but may be made more frequently, even monthly, if the rate of inflation or devaluation warrants it. In the case of fixed assets, such as land and buildings, be sure that the adjustment for hyperinflation or currency devaluation does not cause the value of the asset to exceed the local market value.

50. CLOSING THE BOOKS: Before a new fiscal year can be started, the previous year's revenue and expense accounts need to be zeroed out. This procedure is often referred to as closing the books, and it prepares the accounts to accumulate transactions for a new fiscal year. It should be done as soon as the August reports have been completed. Only two entries are needed: (1) Debit each revenue account for its balance, and credit the "Net assets" account for the total revenues. (2) Debit the "Net assets" account for the total expenses, and credit each expense account for its total. After these closing entries have been posted, the "Net assets" account will properly reflect the net surplus or deficit from the previous year's activity, and the revenue and expense accounts will be ready to begin accumulating the coming year's transactions.

51. Of course, if the legal fiscal year of a corporation does not correspond to the branch's yearend in August, then you will close the books according to the legal fiscal yearend. However, for the purposes of the branch's reports, you will still need to report as if the books were closed in August. The opening balances of all revenue and expense accounts in the September report each year should always be zero.

52. TAXES: Tax matters require careful attention. While we have no moral objection to paying taxes, it is not wrong to use any legal means to minimize the tax paid. (Rom. 13:1-7) There are many types of taxes levied by governments. There are taxes on personal or corporate income; sales, use, and excise taxes on purchases or sales (including VAT); social security taxes; estate taxes; property taxes; duty on imported goods; and others. Depending on the local laws and the branch's legal status, taxes may or may not apply.—See 1:46; 2:81; 6:6, 7; 9:19, 20.

53. Since governments provide tax relief for a variety of reasons, we can rightly take advantage of exemptions or immunity if we legally fall within the rules. We should not, however, pursue exemptions that do not strictly apply or that might otherwise jeopardize our standing with the authorities. Also, we need to be careful that we do not use terms or expressions that can easily be misunderstood or misinterpreted.—See 1:39-46; 9:19, 20.

54. Tax laws vary greatly from country to country and change frequently. Circumstances in one country can affect those in another. So it is good to seek advice on tax and related matters from an experienced professional, preferably a brother if one is available. However, the branch personnel should also take steps to be thoroughly informed on tax matters themselves. Be sure to keep the Publishing Committee informed of any significant developments.—See 9:19, 20.

55. AUDITING: The financial books and records in each branch have to be audited at least once a year. Depending on the size of the branch and local regulations, both an internal and external auditor(s) may be appointed. An audit procedure has been outlined, and it provides the basis for the audit. (See A-21 and A-22.) The audit should encompass all financial activity of the branch including branch construction projects. Additionally, where the branch holds title to the Kingdom Halls, a consideration of Kingdom Hall construction records should be included in the audit. Any questions that you may have in this regard should be referred to the Publishing Committee. A written report of each audit should be provided to the Branch Committee, indicating what was performed along with any recommendations for improvements. They, in turn, should follow through to see that appropriate recommendations are implemented before the next scheduled audit.

56. Whether you keep your accounts manually or use a computer, you must be able to prove every entry in the general ledger. This means that you must have an invoice, a receipt, or some evidence of payment for everything that appears in the general ledger. Cash on hand must also agree with the ledger. Keep SDR sheets and canceled checks or stubs. Properly file this proof so that it is easily accessible to the Branch Committee or any representative of the Governing Body, as well as to a public auditor where the law requires this.

57. In general, the custody of assets (having access to physical cash or other valuables) should be separated from the responsibility to account for them (keeping track of their value or whereabouts). This is often known as the segregation of duties, a basic principle of good internal control. For example, someone other than the person who opens the mail should acknowledge cash receipts. That way the honesty of the persons involved cannot be questioned, and the reputation of the organization is preserved.—Ezra 8:24-34; Luke 16:10.

58. Since the limited amount of bookkeeping in a small branch makes it difficult to have more than one person involved, extra care should be taken in selecting who is used as the bookkeeper. Regularly review his or her work so that temptation is not placed before our brothers. Whenever possible, the one verifying daily receipts and disbursements and making the entries in the books should not be responsible for depositing those receipts in the bank or signing checks.

59. We do not choose to advertise our financial position freely, but we are not secretive about our activities either. (Compare Matthew 10:16.) On occasion, the tax authorities or another government office might ask to audit the branch. Of course, you should comply with their legal requests. (Matt. 5:41) However, there is no need to volunteer information that is neither requested nor required by law. It is important to identify which documents are part of the official accounting system and hence subject to audit and which documents are strictly of an internal nature and need not be included in an audit.

60. Always notify the Publishing Committee whenever the government plans to audit the branch accounts or other sensitive records. Provide a thorough report to the Publishing Committee at the conclusion of any audit, indicating what the authorities found, whether any penalties were imposed, and any lessons learned.—See 9:2.

61. SOFTWARE: Branches are not required to use accounting software to keep their accounts, but they may find it beneficial to do so. A simple cash journal set up in a spreadsheet might suffice for small branches. In many countries now, there are also a number of inexpensive commercial products available that can help you to simplify the work, comply with local legal requirements, and provide the Publishing Committee with the information it needs. After making a thorough evaluation of your needs and what is available locally, you should write the Publishing Committee for further direction before purchasing any accounting software.

62. FILING: Invoices (S(d)-74), Credit Memos (S(d)-73), and Donation Remittance forms (S(d)-20) should be kept for seven years, or according to the length of time specified by the local statute of limitations, and they should be filed in date order. If your country requires keeping memorandums of this kind longer than seven years, you may do so. Otherwise, after seven years dispose of them by burning them or by cutting the paper up into strips, so that names and addresses and correspondence cannot be read.

63. In some branches it may be desirable to have a separate file for all invoices from each company. This would be an alphabetic file with the name of the company shown along with the classification number that is found on the chart of accounts. A separate folder may be made up for vouchers attached to petty-cash slips. All vouchers would be filed in their respective folders in date order. A miscellaneous alphabetic file folder or folders could be used for any invoices from companies with whom there is not much business. In other branches it may be more practical simply to file all invoices in invoice-date order, entry-date order, or payment-date order. It is up to each branch to design a filing system that will be most practical for them.

64. Financial records such as vouchers and bills that have been paid by check or cash should be kept for seven years. There are certain things that you may want to keep permanently, such as bills that were paid in connection with a new Bethel home or printery or bills pertaining to large machines. If you want to keep such things for later reference, then mark them for permanent filing.

65. Handwritten records such as ledgers, journals, and financial books of the branch are permanent files. When one ledger or journal is filled, then it is stored away in a safe place while the current books are being used. These books often contain information that is not available anywhere else. Similar arrangements should be established for computer files if the branch is using accounting software.

66. BRANCH COMMITTEE: The Publishing Committee provides Branch Committees with specific direction on financial matters. They, in turn, are responsible to see that dedicated resources are used wisely under their oversight. (See 1:69; 22:1-3, 51-52; 28:5.) While they are certainly not expected to be experts in the details of finance or bookkeeping, Branch Committee members do have the responsibility to see that the financial matters are cared for properly. They must be able to provide good direction to those caring for the day-to-day work.

67. The Branch Committee should carefully select the person(s) who will handle the monies of the branch. That person must be a spiritual man—trustworthy, tested, and accurate. (Luke 16:10) It should preferably be someone other than the Branch Committee coordinator himself. (Compare 2 Corinthians 8:18-22.) In a small branch, another member of the Branch Committee might handle these matters. Or a capable brother living outside the branch could be used. He must be able to keep matters confidential. In this latter case, the brother might come in once or twice a week to handle all receipts and disbursements and make the appropriate entries in the books and records.

68. The Branch Committee should see to it that, in addition to whatever outside consultants they use, someone in the branch has a good understanding of the local corporate and tax laws as well as other laws that relate to any aspect of our work in that country. Unresolved questions relating to tax matters should be promptly addressed to the Publishing Committee for comment; and legal matters, to the Chairman's Committee.—See 1:39-46; 6:6, 7, 52-54; 9:19, 20.

69. The Branch Committee should also make sure that there is no unnecessary duplication of work. They will be interested in seeing that any accounting that is done is both accurate and appropriate and that all financial activity and all funds held by the branch are properly reflected in the branch accounting records.

Chapter 7

Files and Filing

1. It is necessary to keep some permanent records of the branch's activity. These should be filed properly in manila file folders, or whatever is reasonable in cost in your country, and never destroyed, so that they can be looked into for reference many years later. We have bound volumes of The Watchtower and Yearbooks, but these records do not deal with all the service matters or financial records and other things that are needed.

2. BRANCH PERMANENT FILES: A permanent folder should be kept for each year with copies of all the annual reports together including the write-up. The monthly field and financial reports, etc., can be kept separate from the annual reports rather than clipped together. All of the annual reports should be kept as a part of the permanent file, but monthly reports may be kept just three years and then discarded, unless for some reason it is desired to keep them longer and you have plenty of filing space that will permit this. Monthly inventories and filled orders can be kept two years and then discarded, unless for some reason you feel it is advantageous to keep them longer. For financial reports and related files, please see 6:62-65.

3. There are other permanent records that a Branch Committee coordinator may want to keep, such as for big events like international, national, or district conventions, and the contracts, printed forms, advertising, copies of programs and things of this nature in connection with these events. After four or five years have gone by the file can be sorted out so that just two copies of each thing, like the program, advertising material and other matters, would be kept. This would thin out the file, give you more space and you would have the essentials for this permanent file.

4. TEMPORARY CONGREGATION FILES: Much material comes to the Correspondence Desk that can go into a temporary congregation file. But to keep it permanently or even for seven years would take many filing cabinets. So for the Correspondence Desk the following system is adhered to.

5. Make out a folder with the name of the congregation on it. In this you should file congregation order blanks (S-14), congregation magazine requests (M-202) and general information concerning the congregation that can be discarded within a year's time. As opportunity affords, someone can go through these files and discard material usually over a year old.

6. PERMANENT CONGREGATION FILES: Make out a folder for material that is to be saved indefinitely. Toward the back of the permanent file folder is the Congregation Disfellowshipping or Disassociation Record (S-80). Although entries are no longer made on this form it contains information on persons who were disfellowshipped prior to the introduction and use of the new S-77 form. It should be retained as part of the file. The S-77 forms should also be kept toward the back of the file folder for easy access to mark reinstatements. The Congregation Application (S-51) should also be in the back of the permanent file folder. If the Congregation Application is not in the file, then the oldest circuit overseer's report should be stamped "Do Not Destroy." The current copy of the Congregation Territory Assignment (S-54) should be kept attached to the previous copy. All others can be thrown away. All correspondence (except disfellowshippings) is kept in date order, with previous correspondence dealing with a specific case being stapled together and filed according to the date of the latest correspondence. The last circuit overseer's report prior to the elder arrangement should be stamped "Do Not Destroy" and retained as part of the permanent file. On rare occasions we may refer to this report. Correspondence with regular pioneers may also be kept in this file.

7. The latest S-2 form or S-52b appointment letter showing the appointment date and capacity of all elders and ministerial servants currently serving is to be kept in the permanent file. The S-2 form showing the appointment for the current presiding overseer is also to be retained. The last five copies of Report on Circuit Overseer's Visit With Congregation (S-303) with the S-2 form attached are to be kept. As each new set of forms is put in the permanent file, the oldest set may be removed and destroyed. Any S-52b letter(s) for appointments made between visits of the circuit overseer should be with the more recent S-2 form. For those involved in an adulterous marriage, child molestation, or other scandal, this material should be marked "Do Not Destroy." All other S-2 forms and S-52b letters and correspondence dealing with appointments and deletions can be destroyed, unless there is a reason for retaining them.

8. The annual S-10 report on the congregation may go in this file. General letters may be disposed of after one year. Correspondence about disfellowshipped or disassociated persons can be retained five years after the person is reinstated, unless the branch feels it advisable to keep the correspondence on a particular case for a longer period.

9. Probably every two or three years, when time permits, a competent person working on the Service Desk can go through these files and weed out correspondence that is no longer needed, such as older S-303 and S-2a forms, general letters, etc. But things marked "Do Not Destroy" should be retained in the files.

10. GENERAL FILES: Thousands of individual persons write to the branches. This material is filed in what we call a general file. These are files where everything is put away alphabetically according to the last names of the individuals. This includes general correspondence that does not concern a congregation or a pioneer. The files are set up in four-month periods of alphabetical files from A to Z, and in large branches you can break it down and have folders for letters like Ab-Ad, Ae-Al, Am-An, and so forth, for easy filing. All the correspondence that comes through from September to December inclusive is filed in one four-month alphabetical file. Beginning with January 1, up to and including April, a second set of files is used, and so forth. In smaller branches just one folder may suffice for the current year and one folder for the previous year. Hold the old files for one year while you make up a new year's files. Then when a four-month file for the new year is complete you discard the corresponding four-month file of the previous year. In that way you have one full year's file plus the current four-month file. There is hardly any need for having more. Usually if someone has ordered a publication he will make reference to it or write about not receiving it within a month, and it is easier to find it if you know in what period of months the correspondence was carried on. The contents of the file being discarded can be cut up in half-inch (15 mm) strips and sold as wastepaper or be burned and the folders used over.

11. In these general files you can put letters pertaining to general complaints that you have handled, small orders from individuals and anything that is not filed under a congregation or a pioneer. If letters are written to any individual, then the carbon copy of the letter is attached to the letter from the individual and this correspondence is filed in the general file.

12. Letters regarding donations to the branch are put in separate folders in the general file and held for seven years, or according to the Statute of Limitations requirements in your country. Such letters should be marked "Donation" in red pencil so they will be filed in the right section of files.

13. As the Congregation Analysis Reports (S-10) are received, the information on the front is tallied and then these S-10 forms are put in alphabetical order according to state (province), city, and congregation in the congregation file. General letters may be disposed of after one year. Correspondence about disfellowshipped or disassociated persons can be retained five years after the person is reinstated, unless the branch feels it advisable to keep the correspondence on a particular case for a longer period.

14. LABEL FILE: After an order has been filled by Shipping, the carbon copies of the labels are filed under the month the orders were received and made out by the correspondence clerk. Under each month the stubs are grouped alphabetically according to the first letter of the individual's name. Stubs are retained for one year and then discarded.

15. PIONEER FILE: A file folder is made out for each special pioneer and circuit and district overseer or for each married couple who are both in special full-time service. The files are arranged alphabetically. The Questionnaire for Prospective Special Pioneer (S-208) and, if a traveling overseer, the Questionnaire for Prospective Circuit Overseer (S-323) are a permanent part of the file. Personal Qualifications Reports (S-326) from the current and previous visits of the circuit overseer should be kept in the special pioneer's personal file. Personal Qualifications Reports from the district overseer on the circuit overseer are kept in the circuit overseer's file. The personal files of special pioneers should contain the current congregation assignment. Items such as order blanks (S-14) (which pioneers would use only when they are not associated with a congregation and need supplies directly from the branch), letters asking for information, and other general matters, are kept in the file for about a year. General correspondence that is more than a year old may be disposed of when the files are cleaned out. When someone goes on the special pioneer list whose mate is already a special pioneer, they should share the same file folder.

16. When a special pioneer goes off the list, the file folder is put in the removed file. Removed files are held for one year after the special pioneer is removed. Such files should have the original application, and recent Personal Qualifications Reports (S-326), as outlined above, and other correspondence in connection with the special pioneer's removal. Anything put in the removed file concerning a special pioneer's questionable conduct might be held indefinitely if felt advisable. Such information should be marked "Do Not Destroy" when it is filed in the folder so it will not be thrown out when the files are discarded after one year. The Volunteer Card (S-217) is kept indefinitely.

17. At the end of one year the branch will determine if "Do Not Destroy" material from the pioneer's file is to be discarded or retained. A special "Do Not Destroy" file may be kept in alphabetical order for pioneers and other individuals if this will make it easier to find things in the future rather than having them in a congregation file. In such case "DND" should be written on the Volunteer Card.

18. ISOLATED PUBLISHER FILE: Wherever practical, isolated publishers are put in touch with nearby congregations so they can report through the congregation, also receive information and Our Kingdom Ministry through the congregation, etc. However where this is not feasible due to distance, we still want to care for such publishers. In this case a folder for each isolated publisher group that cannot be formed into a congregation is arranged alphabetically according to the name of the place where the publisher receiving mail for the group resides. In this file goes all correspondence from and copies of letters to the group, also reports on isolated groups from the circuit overseer. When a group is established as a congregation, the name of the folder is changed and it is placed in the congregation file. A file folder is also made for isolated pioneers. The S-4 field service report from isolated pioneers is kept for a year in the folder.

19. FILES FOR CIRCUITS AND DISTRICTS: A file folder is made out for each district. In this is put information regarding the particular district. This will usually be correspondence from the district overseer involving the district and anything that pertains to the district as a whole.

20. A file will be made out for each circuit and in this will be put reports from the district overseer on the circuit's activity (S-313) which will be kept for one year. General information letters may be disposed of after one year. The current appointment letter (S-325b) for the assembly overseer and assistant assembly overseer will be retained in the file. If correspondence from the circuit or district overseer pertains to his personal field activity or his own personal affairs, then such correspondence should be put in his personal folder. The S-326 report that the district overseer submits on the circuit overseer, along with the file copy of any letter written to the circuit overseer pertaining to the report, should be put in his personal folder rather than the folder for the circuit.

21. FILES FOR DISFELLOWSHIPPED OR DISASSOCIATED PERSONS: A file of disfellowshipped or disassociated persons should be kept (filed alphabetically), for which the <u>branch</u> prints cards called Record of Disfellowshipping or Disassociation (S-79a and S-79b). The S-79a card is orange in color and the S-79b is tan in color. This card file provides a ready reference as to who are disfellowshipped or disassociated in the country, the congregation that handled the case, date of the action and the reason the person was disfellowshipped or disassociated. Along with the S-79a and S-79b cards the judicial committee sends the branch a Notification of Disfellowshipping or Disassociation form (S-77) in a special colored pre-addressed envelope with the branch address. This form provides information needed for the file about the basis for action taken. The congregation keeps a copy of this form in its confidential files. After the action is checked in the office, the S-79b card is date stamped and returned to the congregation, and the congregation retains this card until such time as the person is reinstated. At the same time a replacement supply of the S-77 form and the S-79a and S-79b cards is sent to the congregation. The office should stamp the S-77 form "Do Not Destroy" and attach related correspondence, if any, behind it. It should be filed in the congregation's file folder.

22. When the person is reinstated, the S-79b card is mailed back to the branch office by the congregation, giving the date of reinstatement. If necessary, the congregation can supply additional information in a letter attached to the card relative to the reinstatement. The card is to be signed by the person indicated. The congregation's copy of the Notification of Disfellowshipping or Disassociation form (S-77) should also be marked to show the date of reinstatement. As a general rule the congregation that did the disfellowshipping does the reinstating, even if the person moves out of the territory. This may mean dealing with the matter by mail between the disfellowshipping congregation and the congregation to which a disfellowshipped or disassociated individual may have moved.

23. Receiving notice of reinstatement, by means of the returned Record of Disfellowshipping or Disassociation card (S-79b), the branch office removes the S-79a card from the alphabetical file of disfellowshipped or disassociated persons and replaces it with the S-79b card, showing that the person has been reinstated. The S-79a card may then be destroyed. The S-77 form is marked to show the date of reinstatement. There is no need to have a separate card file for reinstated persons.

24. After one has been reinstated a full five years, if the branch feels there is no longer any need to keep the "Do Not Destroy" material on the case in the congregation file, it can be destroyed. If the branch concludes the material should be retained, then it can be kept indefinitely, or as long as the branch feels the material should be kept. Though the correspondence marked "Do Not Destroy" may be destroyed after five years from the date of reinstatement, at all times the S-79b (Record of Disfellowshipping or Disassociation card) is retained as a permanent record.

25. CONGREGATION REPORT CARD FILE: The Congregation Report cards (S-1) are not posted. They are kept for a month or two and then thrown out. However, before this the branch will want to be sure that they have received a report from each congregation. Once it has been determined which reports are missing, a record can be kept of these and the congregations checked off as their reports are received. It will not be necessary to post Memorial attendance figures for the individual congregations. After the Memorial attendance for the country has been compiled the individual congregation Memorial reports can be destroyed.

26. FIELD SERVICE REPORTS FROM ISOLATED PUBLISHERS AND ISOLATED PIONEERS: Reports of field service (S-4) from isolated publishers and isolated pioneers are not posted. These can be kept for a year in their folders and then disposed of after appropriate figures are added to the totals of the Congregation Analysis Report (S-10). When the correspondent for an isolated group sends in the monthly report for the group, using the S-4 form, he can show the total number of publishers for the group on the bottom of the report slip.

27. OFFICE RECORD OF FIELD SERVICE: A record of field service activity for district overseers and their wives, circuit overseers and their wives, and special pioneers, should be maintained. Branches that have the Branch Administration computer program can keep these records up to eight years in a computer. Smaller branches that do not have this program can keep the Monthly Report (S-301) forms and Special Pioneer Report (S-AB-212) forms in an alphabetically arranged file according to last name for eight years. In either case, an eight-year record of field service activity should be on hand for use when needed.

28. VOLUNTEER FILES: The branch keeps a computer record or Volunteer Card (S-217) for each person in special full-time service alphabetically arranged. (No card is made out for regular and auxiliary pioneers.) In large branches with many in special full-time service, such records may be kept in a computer file. This alphabetically arranged file includes active district overseers and their wives, circuit overseers and their wives, special pioneers, missionaries and members of the Bethel family. Some larger branches may find it convenient to keep the various categories under separate sections. When one is removed, the removal date and reason are shown on card S-217 or computer record and it is put in the removed file alphabetically arranged and kept permanently. When the person returns to special full-time service, the Volunteer Card (S-217) or computer record is brought up to date with any additional full-time service as a regular pioneer and then is put back in the active file. Entry dates are shown at the left and removal dates at the right. If he has been off for less than a year, his file folder will be on hand and can be put back in the active file too.

29. REGULAR PIONEER APPLICATION FILE: When a new application is approved it is filed alphabetically in the active regular pioneer file. When the pioneer goes off the list, the removal date is posted on the application form and it is filed alphabetically, with any former applications attached, in the inactive regular pioneer file. If the person reapplies later, the new application will be filed in the active file. (Be sure that there is some indication on the form that there was previous full-time service.) In such cases there will be application forms for the person both in the active and inactive regular pioneer files. If the pioneer should later go off the list again, the newer application should be attached to the older one(s) in the removed file.

30. COUNTY FOLDER FILE: Two folders can be kept for each county or similar territory division having unassigned territory. Into one set of these folders, kept in state or province order and filed alphabetically within the state or province, go any material to be sent to the congregations or pioneers who work the territory. This keeps such material separate from the master maps and other office information that are filed in separate permanent county folders. When the territory is assigned to a congregation or pioneers, the items for the towns assigned are taken from the file and sent to the pioneer or the congregation. By having the extra set of folders it is not necessary to sort through the files for appropriate material to send to those sharing in the isolated territory campaign.

31. FILE EFFICIENCY: Your filing should be kept up to date so you can find letters when you need them. Always file letters to the front of the file as you will then know where the latest material is. Periodically, when the office is less busy, those who are capable and experienced can go through the files and clean out what is no longer needed. That which is cleaned out of the files can be destroyed either by burning or by cutting into half-inch strips. In large branches if cut into half-inch strips from top to bottom so that nothing can be read, it can then be sold as waste paper.

32. PERMANENT CONGREGATION ADDRESS STENCILS OR CARDS: A stencil is made for each congregation, and these are placed in alphabetical order according to state (province), city and congregation. In small branches where stencil equipment is not used small cards are used instead. Changes in congregation presiding overseer addresses, adjustments in Our Kingdom Ministry supply, and so forth, should be made as soon as you get the changes, so the stencil or card file will always be up to date. In the upper right-hand corner of the stencil or card is shown the congregation number. Then a few spaces after the congregation presiding overseer‘s name is shown the number of Our Kingdom Ministry sent to the congregation. Under that the number of the circuit is shown, and finally, where needed, in the lower right-hand corner is shown the parcel-post rate and shipping information. Some branches may find it practical to maintain separate addresses for mailing literature supplies from what is used for general correspondence. Cards for city overseers may also be kept in this file.

33. ADDRESS STENCILS OR CARDS FOR ISOLATED PUBLISHERS: A stencil or card is made out for each isolated publisher group, using the name and address of the brother or sister who receives supplies for the group. These stencils or cards are filed alphabetically according to the names of the places where the individuals live. The number of Our Kingdom Ministry sent is shown a few spaces after the individual’s name.

34. ADDRESS CARDS FOR CIRCUIT NEWS REPRESENTATIVES: Brothers serving as news representatives will be selected by the circuit overseer in the same manner that other circuit volunteers are chosen. The circuit overseer will send the branch the Circuit News Service Representative card (S-304) providing the name, address, telephone number, congregation, and date appointed. This card will be filed alphabetically or by circuit number within state or provincial divisions. Each time a change takes place, or if there is a change of address, the circuit overseer will send a new card which will replace the existing one in the file. A blank S-304 form is then sent to the circuit overseer for future use.—See 21:4.

35. PERMANENT FORM FILE: You should have a permanent file of all sample forms supplied to branches, for your own reference and that of the zone overseer when he visits. As new forms are sent to you, you should place these in your permanent file, keeping only the latest copies in this file. File them according to the symbol found in the lower left-hand corner.

36. When forms are discontinued the United States branch will inform you of this and you will remove the form from your file. If a form is reprinted and it has the same number as the form you already have, then remove the old form and put the new in its place. If the date on the form is different from the one in your file, it is because some change was made in the form. The latest forms printed locally in English or other languages can be filed in place in this form file. Thus you will also always have here a record of what you have printed.

37. Files containing correspondence with Brooklyn may be weeded out after three years. Annual reports should be kept along with other items that are of value such as correspondence or newspaper clippings relating to bans, matters of consequence regarding individuals, property and building information, policy matters, legal matters, appointment letters, important financial transactions, etc.

Chapter 8

Gilead Students and Graduates

1. As we look back over the years in which the Gilead School has been in operation and the missionary work has been carried forward, we can rejoice to see how Jehovah has blessed the efforts of the Gilead graduates. A number of them have succeeded in helping more than 100 individuals to come to a knowledge of the truth, make a dedication and serve Jehovah. There are now Kingdom publishers in more than three times as many countries as there were before the Gilead School began its operation, and the missionaries have been used to expand the work into quite a few of those new countries. Therefore, it is our wish to try to continue with the missionary work as long as that is practical and missionaries can be sent to other countries.

2. PROSPECTIVE GILEAD STUDENTS: Individuals between twenty-one and forty years of age, without minor children, who have been baptized at least three years, in full-time service in your country for more than two years, single, or if married at least two years, who want to enter missionary service in a foreign country (not having been through Gilead before) and whom you believe may qualify for Gilead, may be given a **preliminary Gilead application** form (G-12). Gilead is a training school for missionaries. Branch Committees should keep that in mind. Persons are not sent to Gilead on the basis of sympathy or as a reward for good work, but in an effort to advance Kingdom interests. Prospective Gilead students should have a fair education in their own language and, in addition, must be able to speak, read and write English. Some branches have sent students to Gilead who spoke English very poorly and some were unable to finish the schooling successfully because they did not understand the language. It would be far kinder and wiser if such ones would be held back for a year or two and shown the importance of learning English. Then the individual would enjoy Gilead and receive the benefit of the Gilead training. Good health is required, also the ability and willingness to live with others in peace and harmony.

3. When your Branch Committee writes its recommendations in a separate covering letter that accompanies any Preliminary Gilead Applications, be sure to tell the Service Committee if you feel the individuals are well qualified. When you recommend a person for Gilead, remember that quality, not quantity, is what is needed. Persons recommended for Gilead must qualify as capable teachers of God's Word and fine examples as to Christian principles, persons that you would be proud to have represent you at any convention or before any person. They should be able to give an effective witness and proclaim the good news of the Kingdom anywhere. They should have a good background of experience in conducting effective Bible studies.

4. Persons invited to Gilead customarily obtain a United States' student visa. They should make certain upon arriving in the United States that the immigration authorities understand that they are going to attend the Watchtower Bible School of Gilead unless otherwise instructed. They may give their address in the United States as the school.

5. The branch office should always notify the Brooklyn office in advance as to all the details regarding transportation, time and manner of arrival of those coming to Gilead. When the <u>branch</u> pays their way, it provides a small expense reimbursement and accounts forms to record incidental expenses of the trip. Instruct them to turn in these forms and the balance at Brooklyn. The branch should *not* give the person his regular reimbursement for the month he will travel unless it is the month prior to the start of the class. Excess baggage charges must be paid by the student, not the <u>branch</u>. If one coming from a warm climate requires warmer clothing at school, the branch office should write, giving such one's height and weight. After graduation additional unaccompanied luggage will be sent to the graduate's country of assignment at the <u>organization's</u> expense.

6. Personal Expense Accounts may be credited and paid in full through the last month before school starts.–See 8:23.

7. No transfer of any records should be made to Gilead or the United States. Hold all records until the student gets to his new assignment after graduating from Gilead. Then the records should be sent to the new branch under which the graduate serves.

8. GILEAD GRADUATES: Every Gilead graduate sent to a foreign assignment receives the *Missionary Counsel Booklet.* This booklet sets out in detail what is expected of every missionary in the field. It shows the responsibilities of graduates, whether in the missionary, circuit or district work, or in branches. There is no need to repeat here any of its contents. Every Branch Committee should be well acquainted with this booklet.

9. If a missionary leaves or is removed from his missionary assignment, this *Counsel* booklet must be returned to the Service Committee.

10. If at any time the Branch Committee wishes **to use a Gilead graduate in some service** other than as a missionary, it should write to Brooklyn recommending the change and giving the reasons.

11. ENCOURAGEMENT: Branch Committees should see that new missionaries are warmly welcomed, and that they are given helpful encouragement to adjust to their new environment, learn the language and feel at home among their fellow missionaries and in their congregation. They should be helped to develop good missionary habits, rising early and being in the field at an early hour. They should be encouraged to share always in the group's morning text discussion and Monday evening study, as well as doing personal study in their native language. The Branch Committee and older missionaries should take a friendly, loving interest in helping them to succeed. Kind attention should be given to build them up if ever they appear to become discouraged or spiritually "low."

12. Despite all loving efforts to assist them, some missionaries may show that they just cannot adapt to this service. They may show themselves to be proud, hard-to-get-along-with in the home, or they may look down on the local brothers and people, so that they accomplish little in making disciples and building up the local congregation. It is hoped such problems will be rare, but when they do occur, the Branch Committee should write to the Service Committee, giving full details, and making a clear recommendation as to whether such missionaries should be returned to their own country, or other action taken. If they believe it will help in the situation, the committee may give a copy of this report to the missionaries concerned, or advise them in a separate letter of the recommendation that is being made.

13. <u>WORLDWIDE ORDER'S</u> OBLIGATION: As a rule, the <u>Worldwide Order</u> considers it has an obligation to look after those who are over 50 years of age and who have been in the special full-time service for 15 years or longer. Surely the <u>branch</u> can find a place for those who have spent the best part of their lives in special pioneering, missionary service, circuit or district work or branch activity. **Those too old to do full-time missionary work** could work either in a missionary home teaching the language to new missionaries if qualified to do so, or in a branch home taking care of some office work, or they can stay in a missionary home and do as much field service as possible. Those who have been faithful merit such consideration. Anyone who has worked more than 15 years in the missionary and other branches of special full-time service and has done well at it will undoubtedly continue serving Kingdom interests in his older years. Such ones surely deserve some place in full-time Kingdom service if they want to remain in it. In most instances it will be advisable to have missionaries continue in the missionary field at a reduced quota of hours and still let them have the full reimbursement because of their many years of faithful service. They should be an inspiration to others, and they will accomplish much good. Write the Service Committee about such recommendations. If any become invalids or senile or their attitude becomes very negative, you should advise the Service Committee promptly.

14. KEEPING HOMES FILLED: The Branch Committee should be interested in saving money. One way to do this is to keep the missionary homes filled. If additional brothers can be used in a home, it is good to write to the Service Committee twice a year on December 1 and May 1 about missionary needs so that if the Service Committee decides to send new missionaries to your country it can do so at graduation time. Point out in your request whether you can use single men, single women, or married couples, and to what missionary homes or cities they could be assigned. It may be, too, that you need some brothers who can take up circuit or district work, or specially trained men for your branch office. If certain nationalities can enter your country more easily than others, mention that. The Kingdom interests merit the most effective service we can provide in every land.

15. FOOD FOR MISSIONARY HOMES: It is well for the Branch Committee coordinator to **check the cost per person per meal** in his country for all missionary homes at the end of the service year, as well as for the branch home, so that he will have an accurate idea of expenses. He knows approximately what they should be, knowing the conditions of the country. If expenses in any missionary home appear to be excessive, the Branch Committee coordinator can discuss it with the Branch Committee and then bring it to the attention of the home servant. However, the committee should watch also that some homes do not skimp in order to save expenses; missionaries should always be provided with a balanced diet of nourishing food so that they can maintain good health and strength for the service.

16. MISSIONARY REPORTS: The branch office should make note of **leave-of-absence or vacation time** on the part of Gilead graduates and be sure to report this on form A-24 at the close of each year on the annual report. It is best to show the exact dates covered by leave of absence, separate from any vacation time. The record of vacation time of each missionary should be kept on the S-209 form so the branch can always check on what time the missionary still has available. Leave of absence records may be recorded on the A-6b form. If a missionary does not make his goal in hours, the reason should be stated at the bottom of the Home Report. Graduates of Gilead should set the best example, for they have had the training in Gilead and have Scriptural knowledge and should be anxious to help and encourage their brothers. This they should do not only in words but also in deeds.

17. Missionaries may be counted as congregation publishers when on leave of absence outside of their assignments.

18. Any non-graduates serving in a home under the missionary arrangement should be counted as missionaries and their reports shown on the Home Report.

19. In addition to keeping the records and making out the Home Report, the home servant has the responsibility to keep the Branch Committee advised of any serious matters in connection with the home or those serving there.

20. SERVICE REQUIREMENTS AND REIMBURSEMENTS: See 17:40, 41, 43, 44, 67, and 68, also 8:13.

21. MISSIONARIES LEAVING ASSIGNMENTS: When any graduate of Gilead leaves his assignment and goes to his own country or to any other country, the branch should be aware of this and try to get his forwarding address. If the missionary has told the branch that he is not going to return and take up the service again, then his service record files, Personal Expense Account, and so forth, should be sent to the branch where he is going. The missionary's *Counsel* booklet should be given by the missionary to the branch office, which in turn should destroy the booklet.

22. MEDICAL CARE AND EMERGENCY MEDICAL NEEDS: See 1:72-77.

23. PERSONAL EXPENSE ACCOUNTS: The Personal Expense Account arrangements are discussed in 2:72-80. For the use of PEA to cover medical expenses, see 1:73. Sometimes graduates of Gilead and others in special service working in foreign assignments request that funds from their Personal Expense Account be paid in a country not holding their account, and we are willing to cooperate with them in this matter if permissible. To process this a letter should be written in duplicate to the branch where they are serving which holds the Personal Expense Account, outlining the request and giving the address to which the remittance should be sent. That branch will forward a copy of the request to the branch which will make the payment, indicating that the credit is available and showing the current exchange rate if the PEA is held in local currency. After payment is made, the branch holding the account should be advised so that the appropriate charge can be made on the Personal Expense Account of the individual. This provision is not intended for the handling of personal business matters for missionaries or Bethelites.

24. All Gilead students will be provided with meals, lodging and a cash grant that will cover all their expenses while at Gilead School. If a student qualified to have a Personal Expense Account before going to Gilead School this should be credited and paid in full through the month before his school class starts. Gilead students will no longer earn a credit in a Personal Expense Account while they are in school or while waiting to go to their assignment. When a graduate arrives at his new assignment the branch where he is serving will then open a new Personal Expense Account for him. At the end of the year a credit will be given effective January 1 counting from the first full month after his arrival in his assignment.—See 2:80.

25. Credits will be given to new missionaries during the first months when they are spending considerable time studying the language. Missionaries may be given reimbursements and Personal Expense Account credits when on regular leave of absence accumulated by spending years in service. This includes the travel reimbursement. Those on **sick leave or extended leaves** over and above their regular leave time due to emergencies, and who are away less than four months, will be given reimbursements and Personal Expense Account credits for the first three months, even if the emergency requires that they be out of the country, as long as the person continues in the full-time service category. Those gone four months or longer will not start accumulating reimbursements or credits again until they return to their missionary assignment. If the Branch Committee feels some exception should be made to this rule they may write to the Service Committee with their recommendations.—See 2:79.

26. LEAVES OF ABSENCE: The *Missionary Counsel Booklet* outlines the arrangement for leave of absence and sick leave. However, these leaves are now usually handled by the branches. Gilead graduates serving in their home country do not qualify for leave-of-absence time.

27. EMERGENCIES: If **more than one month** away from one's missionary assignment is needed in any one year **beyond what is allowed for vacation and leave-of-absence** time, to care for health, one's parents or relatives, and the Branch Committee believes the time should be granted in these unusual cases, they should provide the Service Committee with the necessary facts and their recommendation, and await a reply from the Service Committee.—See 17:60, 61.

28. If it appears that a missionary will be away for many months, then it may be practical to have the missionary pack up his personal effects in boxes, trunks or other containers and store these so that the room which the missionary is normally using can be used by someone else. Then if the missionary is not able to return to his assignment, his personal effects can easily be shipped back to him. Such shipping would be at the missionary's expense.

29. If an emergency arises in the country and it is necessary for a missionary to leave the country suddenly and there is insufficient time to communicate with the Service Committee, then it is the responsibility of the Branch Committee to determine where the missionary should be sent. We suggest that it is practical to send the missionary to the nearest country where he can gain entry, even temporarily, until there is time to communicate with the Service Committee and a definite assignment to a new country can be made. Sometimes the missionary's nationality will allow him to enter a nearby country as a tourist and there will be time to communicate with the Service Committee to get the new assignment worked out.

30. VACATIONS: Each person in the full-time service is allowed to take a vacation during the service year. Those who were in the regular pioneer service before going to the Gilead School handled their vacations as regular pioneers do. For those in other service, such as Bethel, circuit or special pioneer fields, vacation time is reported and a record made. Upon graduation from Gilead, each missionary, whether coming to Gilead from special full-time service or the regular pioneer service, is credited with two weeks of vacation for the service year in which he graduates. Anyone serving in special service (Bethel, circuit, or special pioneer service) may be granted one week of time to prepare for his journey to attend Gilead. Any additional time that he would need beyond one week would necessitate his using vacation time that may be due to him as one in special service.

31. Furthermore, after graduation, if any of the graduates wish to take vacation time before going to their new assignment, such will be counted as vacation time and the vacation rules will apply.

32. From time to time missionaries want to be away from their assignments for a **day or two when not on vacation.** This is permitted as long as the missionaries take care of their assignments properly. That means working with the interested people who are in the territory, conducting the studies with them regularly and also taking them to the meetings. The **missionaries should put in the required amount of time in the territory** to which they are assigned, and, except for assembly times, they should be working in the field in their own assignments. However, from time to time there may be some personal matters that the missionary wishes to attend to, other than when he is on his vacation, and he may leave his assignment for one or two days without counting it as vacation time. Of course, he would need to put in his hours in order to qualify for reimbursement for the month. These extra days are **not to be used as an extension of regular vacation time,** but they may be taken at times other than when one is on vacation.—See also 17:50-59, 65 and 66.

33. MISSIONARIES SERVING AT BRANCH OFFICES: If a missionary is **not in his home country** and serves in a Bethel home, he would be entitled to 12 working days off for his vacation and 12 working days for leave-of-absence time per year, the latter only available after three years in his assignment. Leave-of-absence time does not apply to any graduates serving in branches or in the field in Western Europe, Canada and the contiguous United States. Any exceptions should be approved by the appropriate Governing Body Committee.—See 17:52, 53.

34. Either leave time or vacation time may be accumulated and used whenever one chooses to do so.

35. LANGUAGE STUDY: During the first three months a missionary is in his assignment, if he does not know the language well, he will spend **four hours a day in language study,** Monday through Saturday. The rest of the day should be spent in field service. The exact schedule for the study period can be worked out locally, taking into consideration what will be best for all concerned, including the one assigned to instruct. In most cases it will probably be best to have the four hours of study in the mornings when the minds of those being taught are fresher, allowing time in the afternoons and evenings for service and meetings. When going in the field, they should go with someone who will be able to train them in the use of the language, answering their questions and aiding them to correct errors made. On weekday evenings when there are no meetings, the one instructing them can assign them some homework to do in their language study. During each of these three months the new missionaries should be able to spend 70 hours or more in the field service.

36. INSTRUCTOR: Someone who knows the language well and is qualified to teach should be selected by the Branch Committee to aid the new missionaries in language study. The one selected may be a missionary, a member of the Bethel family, a local pioneer or other qualified and available brother or sister. Where the instructor is a member of the Bethel family or in other full-time service, adjustments should be made in the person's work schedule or hour requirements. Where the instructor is a missionary or pioneer, the hours spent instructing should be listed separately on his or her monthly report and will be taken into consideration in connection with reimbursements.

37. OTHER RESPONSIBILITIES: The new missionaries will take care of their responsibilities in the home and will be excused from their study period whatever day they are assigned to cook or do their part in the cleaning and maintenance of the home. Some arrangement should be worked out to help fill in the student on the points covered in the study period he missed due to such home duties.

38. MARRIAGE: If two missionaries desire to marry, they may arrange to do so regardless of the length of time they have been in the missionary service. However, they will be required to **write at least sixty days in advance** to the Service Committee of the Governing Body asking to remain in the missionary service. A copy of the letter should be sent to the branch. If they live in two different homes, the Service Committee will decide where they should live after their marriage. On receiving the copy of their letter, the Branch Committee should write the Service Committee commenting on the qualifications of the two missionaries and the feasibility of adding a new member to a missionary home, should this be necessary, giving their recommendation as to the home. If a missionary desires **to marry someone who is not in missionary service,** then he or she will have to leave the missionary home and may ask for an assignment in the special pioneer work in the country to which he or she has been assigned. The *Counsel* booklet should be returned to the Service Committee in such a case.

39. ASSISTING THE MISSIONARIES: We want to see missionaries make a success of their assignment. Therefore, in addition to the circuit overseer's visit to the missionaries (see 4:67), an arrangement has been made for a representative of the branch office to **visit each missionary home once a year,** spending at least two days so he can work with each missionary in the field. As a result of this visit, we want the brother visiting the missionaries to send to the branch office a Personal Qualifications Report (S-326) on each missionary so that we have an up-to-date report on their activity, their progress in the field, and any problems they may be facing. This should be done just once a year, unless something unusual is noted. Usually the branch will acknowledge such reports by a letter to the missionary if it would be helpful to the person. If there are any missionaries that have any problems that you report about on the Personal Qualifications Report, then a copy of such report should be sent to the Service Committee along with the recommendations of the Branch Committee regarding the missionary in question. The branch representative should arrange in advance to speak to one or more congregations during his visit to each city.

40. Additionally, where practical, missionaries including those with missionary status now in special pioneer or circuit or district work may be invited to **meet with the zone overseer** during his visit to the country where they are serving, to enjoy an interchange of encouragement and to have the opportunity to speak to a representative of the Governing Body about their activity or any problems they may have.

41. VISITORS TO MISSIONARY HOMES: If visitors to a missionary home are to join occasionally with the missionary family in a meal, the home servant, as well as the one whose cook day it will be, should be informed in advance if at all possible. Consideration should be shown in making such arrangements. How to handle this and any limitations that should be put on the number or frequency of having guests, or when they should be invited, may be determined by the group in the home.

42. If relatives of missionaries or missionary friends are to be accommodated in a missionary home for a reasonable period of time, and space permits without inconveniencing others, that may be arranged if it is agreeable to the others in the home. It seems practical to ask visitors (other than missionaries or other representatives of the organization assigned to visit the home), who may be staying in the home for more than one day, to make a contribution for the food. This can be a round figure, approximately the average cost per meal as set out in the latest annual missionary Home Report. However, we would not ask such visitors to pay a portion of the rent. We know many times visitors do things for the missionary families, providing special foods or other good things, and we appreciate what they do. However, it is reasonable that they contribute toward the expense of the regular meals if they stay more than one day.

43. OPENING AND CLOSING HOMES: If at any time the Branch Committee deems it advisable to close a home because some of the missionaries have left or because the field is being well cared for by local publishers, then such recommendation should be written to the Service Committee. Be alert to the needs of the field and aware of the expense of continuing to rent half-filled homes if there is no strong reason for doing so. At the same time if you feel there is a **need for a new home or more missionaries** in certain cities in your territory, you may write a separate letter to the Service Committee setting out your recommendations as mentioned in 8:14. This may be held until missionary help is available at some time in the future. In the meantime if the situation changes due to the assignment of local special pioneers, then inform the Service Committee.

44. Recommendations for **new missionary home locations** and the **appointment of missionary home servants** should be sent to the Service Committee. **Recommendations to rent missionary homes** may be made to the Publishing Committee. **Home funds** may be approved and adjusted as necessary by the Branch Committee. (See 6:24.) When a branch office representative visits the missionary home once a year it would be appropriate to audit the missionary Home Report of receipts and expenses. Please check to be sure that any unusual expenses are in order and properly documented and that all receipts are recorded. In addition, check to be sure that the bank account and home fund balances agree with the Home Reports submitted.

45. If branches get remittances which are sent in with the request that the funds be given to missionaries or Bethelites in other countries, they may write an interbranch memo to the branch that will be paying the individual directly with a request that the funds be made available in local currency provided local regulations permit. As an exception, that interbranch memo should also be signed by the Branch Committee coordinator (or his substitute if the coordinator is absent). The paying branch should confirm to the requesting branch that the matter has been handled. Money received will be recorded as "Other donations from cooperating Societies" and money disbursed will be recorded as "Other donations to cooperating Societies."—See also 6:29.

46. With regard to currency conversion issues, every branch should determine and track government regulations regarding the conversion of foreign currencies and the movement of foreign funds to abide by local laws and regulations. (Rom. 13:4-7) It is preferable to limit transfers between branches to funds needed for branch operations and assisting those in special full-time service. Exchange rates that are fair and reasonable should be used. For example, the average (middle) exchange rate for trades between the two currencies in question on the actual date that the funds were received may be used. It is expected these guidelines will help with regard to small transactions. For large transactions or for the payment of bills or invoices, the branches involved should work together to arrive at an appropriate exchange rate. If assistance is needed in resolving questions, the branch(es) may contact Brooklyn for specific advice. The branch should not take a loss in handling funds for individuals. If an individual is not satisfied with the rate provided then, of course, he is free to make his own arrangements for payment or transfer of funds.

47. Equipment will be provided for a missionary home including a stove, refrigerator, and washing machine. A microwave and a small freezer may be provided if requested by the group in the home and recommended by the Branch Committee. However, similar equipment will not be provided for individual rooms at branch cost.

Chapter 9

Legal Matters

1. We can expect to encounter legal problems in connection with preaching the good news. (Matt. 24:9) We do not need legal status to form congregations or engage in the field ministry, but being legally recognized can afford some protection. We are obligated to 'defend and legally establish the good news.'—Phil. 1:7.

2. If a serious legal problem arises, **inform the Chairman's Committee**. Write a separate letter about it. Provide dates and times of occurences, names of individuals involved, and a thorough but concise explanation. Let us know what the charges against the brothers may be and give us a copy of the laws involved, translated into English. Do not assume that we know the situation in your country just because you have written in the past.

3. When legal controversies arise, if necessary, your Legal Department or Desk should **consult with a local lawyer**. Tell us his opinion and recommendation. If you think you should hire a lawyer to defend the case or to protect our interests, ask him as to legal remedies available, the likelihood of a favorable result, how long it will take, and an estimate of costs. If he says it is very doubtful that the case will be won, tell us this and his reasons. Include your recommendation.

4. Often official action against us is preceded by newspaper propaganda or derogatory official statements or comments by government officials. If you think a ban is impending, **inform responsible officials of our true position**. Seek an interview with key officials responsible for granting or denying us legal status, so that they know both sides rather than just opposers' assertions. A Branch Committee member, along with a member of your Legal Department or Desk, should arrange and prepare for these meetings.

5. Most governments have committed themselves to respecting human rights including freedom of worship. (Rev. 12:16) National and international agencies have been set up to monitor whether governments abide by these commitments. As you learn of arrests of publishers, lawsuits or proposed legislation against our work, you may want to inform these agencies. **Communicate with the Chairman's Committee before doing so**. State what institution you wish to inform, including a draft of what you wish to submit. If you think a meeting is needed, tell us who you think would be best suited for the visit. The Chairman's Committee will decide whether the approach should be made.

6. You should always ask for any court action to be delayed and try to get an adjournment to allow ample time for a complete report to the Chairman's Committee and for you to receive instructions from headquarters. Ask for two months, if possible.

7. If an adverse decision is rendered, make an immediate report to the Chairman's Committee and specify the time limit for making an appeal. State your lawyer's opinion on the advisability of appealing, his reasons, as well as costs. State possible negative effects on your registration if the matter is not appealed or if the appeal is lost.

8. If you do not have time to write to the Chairman's Committee to receive instructions because of a deadline that cannot be extended, provide a legal update as soon as possible. Fax or telephone if it seems necessary.

9. If you think that actions taken against the work should be publicized, you can make that recommendation and give us a write-up of what you would like to see printed, making sure that all of the facts therein are fully substantiated.

10. LEGAL STATUS: Obtaining legal status or registration facilitates our bringing in missionaries, arranging for assemblies, importing literature, and obtaining tax benefits on property, etc. Give careful attention to obtaining and maintaining legal registration. Of course, we would **never compromise principles of pure worship** merely to obtain legal status. Attention should be given to the type of legal status being sought. Some religions have a very favorable status, whereas others are merely tolerated. Carefully ascertain the type of legal status that would be best in your country. Some countries do not grant official recognition to religions.—See 1:39-46.

11. Some branches may need to register more than one entity. Provide reasons if you feel this is the case. —See 1:41.

12. You should also consider whether to register Jehovah's Witnesses as a local entity. However, in some countries being registered as a subsidiary of the Pennsylvania corporation affords a degree of protection. Regimes in developing countries are less likely to expropriate property belonging to an American corporation. However, in some countries having legal ties to an American legal entity is not desirable. If you feel the work should be registered in your country and it has not been, write the pertinent details and your recommendation to the **Chairman's Committee**, which has arranged for the Legal Department to assist branches in preparing appropriate **charters and bylaws** needed for registration.—See 1:41.

13. POWER OF ATTORNEY: This is a legal document authorizing an individual to act as a legal agent or representative of the Watch Tower Bible and Tract Society of

Pennsylvania (or associate corporation) in a foreign country for legal matters, business dealings, and congregational or ecclesiastical matters. The organization does not furnish each Branch Committee coordinator with such, but only where it is actually necessary to conduct corporation business, to register the corporation, or to obtain legal recognition as a branch of the Pennsylvania corporation. If you feel one is necessary, you may write to the Chairman's Committee.

14. The law in some countries requires that anyone holding a Power of Attorney must register it with the government immediately. If that is the case it should be done. We do not want to incur fines for not complying with the registration laws when a Power of Attorney is issued. It is a good thing for Branch Committee coordinators to check on legal requirements as to handling a Power of Attorney including any limitations on length of validity.

15. LAWSUITS FOR LIBEL, DAMAGES, OR INJUNCTIVE RELIEF: Caution is needed before filing such. You must have approval from the Chairman's Committee. Your report should include what legal remedies are available, the time and cost for such legal action, and the likelihood of success, including attorney fee, estimated damages, and the likelihood of collecting an award. In libel actions, consider if the suit will further advertise the false charges. If you believe a lawsuit that is not filed may lead to other difficulties, please explain this to us.

16. PRINTED MATTER AGAINST JEHOVAH'S WITNESSES: If some organization or individual puts out printed matter against us, even if it has libelous charges, as a general policy we do not retaliate with legal action. Neither do we publish details about it to answer such charges. Our basic policy is to ignore these attacks and let them die rather than give them greater publicity. We prefer to concentrate on the positive activity of Kingdom preaching. If the Branch Committee feels it is wise to take some steps to counteract negative reports that may adversely affect our work, they should make their recommendations to the Chairman's Committee. If approved, the Chairman's Committee will oversee the preparation of appropriate responses to false statements and negative media reports.

17. REFUSAL OF BLOOD TRANSFUSIONS: If our brothers' obedience to abstain from blood is being ignored by healthcare providers with or without court authority, legal action may be warranted. If you recommend such, provide us with a complete overview of the case. Set forth what you hope to accomplish. We are not inclined to get involved if winning will not help the brotherhood in general.

18. PERSONAL DECISIONS: Individuals in the congregations may ask the opinion of the Legal Department or Desk on what to do in matters involving citizenship, neutrality, marriage, divorce, employment, etc. However, if the person does not know what to do from his own knowledge of the Bible, it is wiser not to take the responsibility from him by telling him what to do. The Legal Department or Desk should limit its work to legal issues affecting the branch's interests rather than personal requests for legal advice or assistance.

19. REAL ESTATE AND TAX MATTERS: Secular authorities generally grant tax exemptions to religious organizations. You should endeavor to take advantage of these exemptions if they are available. Most countries extend favorable tax treatment to those engaged full time in religious endeavors. This relieves the branches of some financial burdens. Also it affords our endeavors tacit legal recognition. Keep the Publishing Committee informed of exemptions procured or in danger of being lost.—See 1:46; 2:81; 6:52-54.

20. Additionally there may be other laws in your country that must be complied with when a person does business for a corporation whether organized locally or in another country. If you are not sure that you are operating legally, consult a lawyer and find out what the requirements are. The Branch Committee should know the laws of the country as they pertain to corporations or business matters.—See 1:39; 6:68.

21. In times of emergency or war, Branch Committee members should be familiar with all decrees affecting our work and the operation of the branch. The Branch Committee should watch carefully so that the work will be protected and the brothers given whatever direction is necessary. Be alert as to what is going on in your country and keep the Chairman's Committee informed.

22. KEEP PROCLAIMING THE GOOD NEWS: In some places opposers will make every effort to stop our work, but we have to continue preaching. When advisable we do it in a quiet manner. If our literature is not available, we can talk about the truth using the Bible alone. Dedicated servants of Jehovah should be thoroughly acquainted with the Word of God so that they can continue to preach no matter what the circumstances might be right up to the end of the system of things.

Chapter 10

Literature Orders — Branch and Congregational

1. Branch offices need literature in their own language in the form of Bibles, books, booklets, and so forth, to supply their pioneers, publishers and congregations for field activity. Please **consult your Distribution Report** (AB-9) each time you order literature to determine what your movement has been over a period of time for the items you wish to order. You should **consider your present stock** at the branch as well as in the congregations, your **rate of movement,** your **storage facilities** and what your **campaigns** will be.

2. It is sufficient if you keep a one-year stock of any literature you use. When replenishing your stock and a reprint is required in a language that is primarily used in your own country, the minimum quantity to be printed is 2,000 copies of any brochure or book. Meeting this minimum printing quantity may require that you request a two-year supply. Also, if an item of which you use just a small quantity appears on the Publications to Be Printed sheet, it is good to order a supply even if you only need 10 or 15 copies.

3. When you get the annual letter setting out monthly literature offers, you should consider whether you have sufficient stock for the next six months of campaigns. Submit your request well in advance to be sure that the congregations will have literature for each month's campaign. It will help you to avoid overstocking if you try to have in stock about a **one-year supply of campaign literature**.

4. Branches should use the electronic or the printed Branch Order form (AB-3) when requesting literature from another branch and will send these orders first to the Publishing Committee for approval. The branch will keep a copy of the form (AB-3). When you know in advance that the United States branch can fill certain items, but other items must come from a different branch, then two different Branch Orders should be sent. The office in Brooklyn retains a copy of each Branch Order and forwards a copy to the branch that is to fill the order. The small order form, AB-4, is used to transmit to other branches for filling orders for literature not available at Brooklyn, also requests for publications to be sent to an individual in another country. Some branches use them for sending very small orders to Brooklyn.

5. If a Branch Order is partially filled, this will be indicated on the Document Transmittal Letter (F-222a), and the remainder of that order will be held for a future shipment. As long as you are notified on the Document Transmittal Letter that the rest of the order will be filled later, there is no need to request again any of the pending items; this will avoid any duplications.

6. When a branch receives a shipment, the original request should be checked against the commercial invoice to see if it has been completely filled. Any items not listed on the commercial invoice will be shipped at a later date. Next, fill in the stub of the form F-222a indicating whether the shipment was received in good condition or not, and itemize duties and other expenses that were paid. Each branch should complete and return this form to the Brooklyn office immediately after receiving the shipment.

7. Items out of stock for a long time are announced in *Our Kingdom Ministry* when reprinted. Also, the Shipping Department in Brooklyn sends an annual summary sheet to each branch listing any unfilled Branch Orders. From this the branches can also determine whether anything has been canceled because of its being out of stock.

8. INFORMATION ON PRINTING: Every month the branches receive a **Publications to Be Printed sheet,** giving information on what the United States and other branches expect to print. This sheet keeps branches that are under the warehouse arrangement up-to-date on what is being produced. All other branches should closely review the sheet and indicate the quantity required of each item. Additionally, you should make out a Branch Order (AB-3) and immediately send it in with the properly filled-in form. If you have unfilled quantities of a publication on a previous order, please note this on the Publications to Be Printed form. Let us know how many more you want of that reprint. Make clear the total quantity desired of the item. The order will be held until the material is printed. But do not order if you have a sufficient stock of the items listed for your needs.

9. Occasionally branches will repeat an order for certain items on subsequent AB-3 forms before the first order has been filled, and it is difficult to determine whether this is a duplication or a new order for additional literature. Always indicate if you put in a second order that it is **an additional request.** Then we know we should fill both.

10. It should be possible to determine by **checking back on inventory files, Distribution Reports and movement of literature as to the needs** of the branch. It should not be necessary to send in two orders within a few months' time for the same literature. Check previous records on literature movement before ordering. Based on previous campaigns you can judge how much you will need for new special campaigns.

11. Literature is not usually sent to branches on consignment. Branches are notified in advance of what will be printed so that orders can be sent in. This is safer than sending on consignment. If anything is sent on consignment, we will notify you in advance if time permits.

12. Never use symbols when ordering literature, but write out in full the name of the publication and the language.

13. Some branches need to obtain a license for the importation of literature. This should be indicated on the Branch Order (AB-3). You should also indicate how it will affect the timing of the shipment.

14. SHIPPING INSTRUCTIONS: Be sure to write on every Branch Order (AB-3) your shipping instructions. Do not depend on the Shipping Desk to remember details about your country. You are interested in getting your publications, so you should be anxious to write out the instructions each time you order so that your shipment will be sure to reach you. Always advise the shipping department of any change in import regulations. It is always good to keep up with shipping information. Therefore, make inquiry from time to time as to changes governing importation into your country.

15. OVERSTOCKING LITERATURE: Stock inventories and Distribution Reports (AB-9) are a great aid to avoid having too much literature on hand. Overstocking of literature occurs when inventories and Distribution Reports are not checked before submitting your order. If you see that certain items are moving slowly we recommend that you plan a campaign to move them out rather than letting them accumulate in stock. We appreciate that sometimes certain items move more rapidly than others, but if you are not sure of the possible movement of certain items please order conservatively. When a new supply is received, be sure that the old stock of the item is used up first to avoid deterioration. Because a special campaign is planned for the United States is no reason for the branches to try to follow it if their stock supplies would indicate something else should be offered so that excess stock can be used up.

16. In considering requirements for literature we do not take into consideration the population, but rather how many people can read the publications and how many of similar publications, books or booklets, have been placed previously in that territory. Never order literature on the basis of enthusiasm or one copy for every person speaking the language, because oftentimes only one copy will be placed for two or three families. You also have to consider how many publishers you have who speak the language and who will share in its distribution.

17. Branches should not stock expensive non-Watch Tower publications. The brothers can obtain items on their own rather than the branch providing this service. However, a branch may still provide foreign language Bibles if there is a sufficient demand, the *New World Translation* is not already in that language, and the Bibles are not readily available from local vendors. The Bible should be a standard nondeluxe edition to keep costs to a minimum.

18. DISTRIBUTION REPORT: The Branch Committee representative should consult the Distribution Report (AB-9) and present stock figures every time an order is made out for an additional supply. The Distribution Report will show the movement of all the different books and booklets for the past three years, year by year. Here you can see the trend of movement and see how some books are going out slowly, while others may be faster moving. Whether you have a campaign to use a particular item will affect its movement. By checking the present inventory, you can also determine whether an additional supply will be required for any one item. You should also check whether an order may have already been submitted to replenish your stock.

19. CONGREGATIONAL LITERATURE REQUESTS: Each branch is responsible for proper handling of requests from the congregations. The organization has published a *Watchtower Literature Request Guide* (S(d)-15a). This sets out detailed instructions as to how a congregation should request literature. It would be good for each branch office that has many congregations to publish a letter dealing with shipping literature and magazines, following the guidelines set forth in the *Watchtower Literature Request Guide,* making any necessary adjustments as are required due to local circumstances. This can be sent to all congregations.

20. During each visit the circuit overseer should check that congregations are not overstocked and that literature requests are in proportion to the number of publishers and pioneers in the congregation. He should also verify that literature servants are not indiscriminately passing out literature. A check should be made on the quantity requested of publications that will not be placed in the field during campaigns. The objective is to make sure there are proper controls for literature distribution in congregations.

21. SPECIAL REQUEST ITEMS: *Insight books*, concordances, bound volumes, *Yearbooks,* videocassettes, and so forth, are special request items. These should be requested by the congregation only when there is a specific request on hand.

22. PACKING LITERATURE: When literature is mailed or packages are sent by fast carrier or by freight, it should be packed well so that it will arrive at its destination undamaged. We should always **try to give good service** to congregations and pioneers; and when they request literature, we must assume that they are in need of it and so we should dispatch it within a week from the time the mail was received in the office, if at all possible. If the branch knows for sure that the item out of stock will be in stock within four weeks' time, the item on the packing list can be marked "Later," and a label is then made out for that item. The label will be held in the Shipping Department until the item is received. If an item will be out of stock for more than four weeks, do not put it on the Shipping Acknowledgement Notice but mention in your *Our Kingdom Ministry* that the item is out of stock, and later, when it is in stock, announce it in *Our Kingdom Ministry.* In that way the congregations will be kept informed and can make request in the future.

23. LOBBY REQUESTS: For branches under the warehouse arrangement, this provision is mainly for the public and publishers visiting the branch. There should be a balance in the amount of literature or items a person may be given. For example, a person could obtain individual cassettes, but a request for an album of cassettes would not be filled from the lobby. For special request items, someone may obtain a personal copy, but a larger quantity should be handled through his congregation. Additionally, congregations should be directed to submit their Literature Requests (S-14) form to the branch office and not obtain their supply from the branch lobby. In countries not under the warehouse arrangement, if brothers bring a congregation Literature Request to the branch, we want to do what we can to give them quick service. Often the request can be entered by computer onto a packing list and filled without undue delay. If not, the request can still be filled from the S-14 form, and the packing list can be sent to the congregation with the next mailing.

Chapter 11

Literature Distribution

1. Our work has always been and continues to be supported by voluntary donations. The simplified literature distribution arrangement underscores the fact that we are not motivated by financial interest when we preach the good news. We are "not peddlers of the word of God as many men are, but as out of sincerity, yes, as sent from God," we are declaring the good news of the Kingdom.—2 Corinthians 2:17; Matthew 24:14.

2. The inevitable expenses incurred in the production and distribution of Bible literature are taken care of by donations. Jehovah's dedicated servants are the principal source of this support. However, small donations from sincerely interested persons who are found in the field are also appreciated.

3. When a publisher or interested person wishes to pick up literature or magazines at the Kingdom Hall, he may do so without having to pay for the items requested. He should take only the literature that he expects to place. Also, if one is obtaining literature for personal use, he should feel a responsibility to contribute. We do want all family members who can read to have their personal copies of the magazines and the publications used at the book study. For the larger-size publications, such as the *Proclaimers* and *Insight* books, those with little means in this life may benefit by having one copy for the whole family.

4. Those who are motivated to contribute not only for the publishing and distributing of the literature but for all that is involved in preaching this good news should put their donations in the boxes marked "Contributions for Worldwide Work.—Matthew 24:14." These boxes should be made available near the magazine and literature counters. The funds received in these boxes will be sent monthly to the branch office.

5. Our principal concern is to locate and feed the Lord's sheep and help equip them for survival into Jehovah's new world. Publishers should not refrain from offering literature in order to accomplish this objective. However, it would be a waste to leave literature with individuals who do not have an appreciation for spiritual things. Therefore, literature should not be given indiscriminately to those who do not appreciate it, those who would not read it, or those who want to sell it.—Isaiah 26:10.

6. It would not be appropriate to supply our literature to vendors. If you receive requests for <u>our</u> publications, you may advise the vendor to direct individuals who have an interest in our literature to contact a local Kingdom Hall for their needs.

7. When an individual sends a request to the <u>branch</u> for a certain item of literature without including a donation, the branch will send to the appropriate congregation the slip showing the name and address of the party and what item has been requested. The slip should be given to a reliable, experienced publisher who will call on the person, ascertain the interest, and provide the requested literature. At the same time, the publisher can explain about the worldwide work and how it is supported by voluntary donations. Donations received by mail should be acknowledged by the branch office. In the United States we have found it advisable to send out acknowledgements when the donation is $5.00 or more. Some branches may wish to acknowledge smaller contributions.—See 5:17.

8. Special request items include deluxe Bibles, *Insight on the Scriptures,* reference Bibles, bound volumes, videocassettes, and audiocassettes. These items should only be requested by the congregation when there is a specific individual request. If such items could not be obtained by the brothers previously because of cost, it would be incorrect to assume they can now obtain them because there is no longer any charge for literature. Good judgment by the literature servant and service overseer on how literature is dispersed at the counters is very important. Additionally, the brothers will need to be alert to note requests for unusual quantities of literature and magazines from persons who formerly obtained or placed few publications. Such situations should be monitored closely. Everyone involved in magazine and literature handling should make every effort to insure that the literature is not wasted.

9. We want sincerely interested ones to receive the valuable magazines on a regular basis. When the interested one is initially found, the publishers can include them on a magazine route and in this way cultivate the interest. Or if the person is genuinely interested and not easily reached by a magazine route, a subscription may be offered. Usually it is best to start a new subscriber with a six-month subscription, which can be renewed if there is sustained interest. Generally those who are truly interested show it by a donation.

10. Publishers are encouraged to obtain their personal copies of the magazines at the Kingdom Hall from the supply they request for placing in the field service.

11. When slips for expiring subscriptions are received in the congregation, the publisher who obtained the subscription should promptly follow up in hand-delivering the magazines to the former subscribers, or in obtaining the renewal subscriptions if appropriate. (See 13:21, 34.) Additionally, the publisher may inform the person that the magazines are provided as part of a worldwide Bible educational work carried on by Jehovah's Witnesses. This work is supported entirely by voluntary donations. If the person wishes to make a donation toward the work, the publisher would be happy to accept it. Thereafter, the publisher should place the amount donated in the contribution box designated for the worldwide work.

12. Congregations will be advised of literature and magazines sent them by the **Shipping Acknowledgment Notice.** Donations received from the congregations will be acknowledged by a donation acknowledgment.

13. During each congregation visit, the circuit overseer should check the accounts. He should make sure that literature and magazines are being distributed properly and are not overstocked. His findings may indicate that words of commendation are in order or loving reminders may be required. The circuit overseer will also want to keep the branch office informed on any trends so that assistance and encouragement can be made in letters and/or articles in *Our Kingdom Ministry*.

14. KINGDOM HALL LITERATURE: Each Kingdom Hall that is used by more than one congregation should share one common supply of literature, even if the congregations speak different languages. One congregation will be responsible for sending in a monthly literature request to the branch office and will be referred to as the coordinating congregation. It is preferred that the congregation speaking the major language of the country serve as the coordinating congregation. This arrangement applies to literature only and not to any shipments of *Our Kingdom Ministry* or magazines.

15. Congregations may submit emergency rush requests for campaign literature or publications currently being used in meetings. With congregations sharing a common inventory and the literature coordinator and servants being alert, such emergency requests should be rare. If there is a need, these should be directed through the literature coordinator in the normal way. The coordinating congregation will be billed for any special handling. Each participating congregation would share in contributing toward the extra expense as appropriate.

16. With a regular monthly literature request being sent to the branch office, it should not be necessary for the congregations to stock a large amount of literature. A three- or four-months' supply should be adequate. The branch office should have a sufficient stock on hand or have requested what is required well in advance from their supplying branch.

17. BRANCH PUBLICATIONS LIST: From time to time each branch should furnish its congregations with a list of all publications in stock. This can be produced on one or two sheets of paper, depending upon the number of items you have in stock. The organization prints a *Watchtower Publications List* (S(d)-15) for the publications currently in stock in all languages. Other items are shown on the Publications to Be Printed sheet when they are produced, and branches using such language publications would be aware of their availability if something is required for their territory.

Chapter 12

Literature Handling and Shipping

1. Branches not under the warehouse arrangement ship literature to congregations and pioneers. In many instances, where the branch is small, the Branch Committee coordinator is the shipping clerk, or there may be one assigned to look after the shipping department. The shipping clerk should be very much interested in his brothers all over the territory. He should be careful to send out good publications. If he knows a book is bad or broken he should also know that a pioneer or publisher receiving that book will be unhappy. Use good judgment in determining whether the damaged literature should be scrapped.

2. COST OF SHIPPING: The *Watchtower Publications List* has much information about shipping publications, magazines, and other literature. It should be read carefully by every shipping clerk. If he does not understand English, then the Branch Committee should inform him of this information.

3. Most countries have different means of shipping such as railroad, trucks, boats, and mail, and sometimes there is express or other service that gives special attention to speed and small parcels. The shipping clerk should acquaint himself with the cost of all these different methods of transportation and know where the line is drawn between shipping a package one way or the other as to cost. Usually every country has a book on rates and shipping costs. The shipping clerk should have one, for the branch can realize good savings if he is alert to check on reduced or special rates. We want to **ship literature and magazines by the most economical way.** Sometimes time is important, but congregations and pioneers should know how long it takes to get literature from the branch office to their address and should give the branch ample time to ship the cheapest way. Maybe the cheapest way is only when one or two hundred pounds of literature is shipped to one address. But if the congregation or pioneer would never use 200 pounds of literature in a long time, then it would be very impractical to ship that quantity of literature to certain locations. If we do not need that quantity of literature at that place, we make the right-size shipment even though the smaller quantity may cost us more.

4. The shipping clerk works from a label or picking list. These should be made out clearly with shipping addresses, showing quantity and symbols of items requested. The one filling the order must check off each item listed and initial the picking list. In this way, in case of an error, you can consider it with the right individual. When a picking list or label is filled and shipped, the list or label should indicate the ship date. The amount of postage is noted on the office file copy. Usually the shipping clerk looks after putting the postage on packages, making out bills of lading, and figuring shipping rates.

5. When goods are delivered to freight stations or carriers, we should get signed receipts if this is the normal practice of the shipping concerns of the country. Small branches do not have to make deliveries of small orders every day, but at least twice a week you should make deliveries to the carriers. In large branches, where there are a number of people working in the Shipping Department, deliveries should be made daily or arrangements made for the carrier to pick up the shipments.

6. EXPORTING: When a printing branch ships publications out of its country, the shipping clerk should be thoroughly familiar with all export regulations. He should be sure that the proper papers, bills of lading, commercial invoices, export declaration, and, if required, consular and pro-forma invoices and export licenses are made out. The Branch Committee coordinator should familiarize himself with the proper and required way of packing things before shipment. Cartons sent by mail are subject to very rough handling and require all carton lids to be fully taped and cord tied or closed with strong reinforced tape. Books manufactured by outside firms should be spot checked before being shipped so no defective, unusable books are sent. The mixing of different commodities in the same carton or case may sometimes result in a higher freight or mail rate, besides possible inconvenience and extra expense clearing customs and unnecessary delay of delivery. When a shipment has been made, it is important that you make sure that all the **necessary documents** or papers **are immediately airmailed** to the consignee or addressee, so he will be informed of the shipment and have ample time to clear the goods through customs.

7. Sometimes mail shipments need special handling at the post office, and special papers may have to be attached to the packages.

8. Receiving branches can help shipping branches by informing them whenever new regulations or controls are enforced. Customs and import laws may be changed from time to time.

9. IMPORTING: The Branch Committee coordinator receives supplies from other branches and he should be thoroughly acquainted with all important matters regarding ocean freight companies, import licenses and deliveries. Anything that the shipping branch should know should always be put on every Branch Order (AB-3).

10. When a freight shipment is on the way and expected, the importing branch should have the proper shipping documents so Custom House entry can be made as soon as the shipment arrives. Delayed entry may result in a fine or an additional expense. This in many cases also applies to shipments of mail. On dutiable or taxable goods the rates should be checked against the tariffs. Each Branch Committee coordinator should be very alert to check on these shipping requirements so as to avoid extra expense or delay in receiving shipments.

11. INVENTORY AND STOCK: The shipping clerk can help the Branch Committee coordinator considerably in placing orders. Handling the stock continually gives him a fair idea of its movement. The shipping clerk or, in larger branches, the inventory office should keep an accurate **progressive inventory** month by month. Once a year you should take an **actual count of all stock,** including audiocassettes, videocassettes, forms, and so forth. This actual count would be taken at the end of August so that subsequent inventories sent to the Publishing Committee are accurate. The actual count inventory should be compared with the progressive inventory to see how they correspond. If the progressive inventory and the count do not correspond on some particular item, then that item should be recounted very carefully so that your inventory will be correct. If there is still a discrepancy after the second count, you will have to make an entry showing the difference as received or shipped out on your inventory records (AB-2).—See 15:51; 16:24.

12. In order to make it easier in taking the actual count inventory, many slow-moving books and booklets can be wrapped up in packages. Then each of these packages should be labeled accurately as to the item and the quantity each contains, and at the next actual count inventory, if the sealed package has not been broken, it will simplify the taking of such inventory by just adding up the labeled packages. Packaged literature will also aid in keeping slow-moving stock in better condition, and prevent it from being soiled or discolored by the light.

13. In addition to keeping an inventory of the literature on hand, **inventories of miscellaneous shipping supplies,** such as cartons, tape, wrapping paper, envelopes, twine, and so forth, should also be watched very carefully and periodically checked so these items will not run out of stock, as this may cause a delay in filling orders and thereby inconvenience the brothers in the field.

14. RECEIVING CLERK: Usually the shipping department handles the receiving of incoming supplies, because the shipping department is convenient for exit of material and hence should be convenient for the entrance of supplies. Therefore the shipping department in printing plants is also the receiving department.

15. When packages are received at a branch, it is important that a proper receipt is made out for the items. Small branches with one or two workers may use a plain slip of paper to note goods received or show it by writing the information on the shipping or delivery papers. Some branches are using Receipt form F-226 a,b,c. This form should be made out in triplicate. The original copy goes to the department that ordered the goods; the duplicate copy goes to the office that checks and vouchers all bills; the triplicate copy remains in the receiving department. The department that ordered and now has received the goods fills out the lower part of the original receipt, giving an itemized listing of the goods received, that is, yards, pounds, color, gallons, and so forth, and then sends the original receipt together with a sample of the goods received, if practical, to the office that will check all bills for payments. This should be done no later than forty-eight hours after the goods arrive. This assures the office making payment and the Branch Committee coordinator what was actually received, and this is checked against and attached to the bill so that, when approved, payment can be made. This procedure is intended for major items to verify that what was received is what we ordered. In the event of a purchase out of petty cash, all that is necessary is for the cash receipt to be grouped together with other such receipts, indicating approval and receipt of payment. For larger items an approved requisition should be issued with documentation for receipt and approvals for payment to be handled in the usual way. If this can be done by means of a computer program and the check routines are adequate so that the function is kept as described on the F-226, there is no objection.

16. The receiving clerk, before signing for a shipment, first makes certain by counting the packages that the right number is being delivered, that the address on the packages and delivery papers is the same. He should check for any obvious signs of damage. **Should there be a shortage or damage,** EXCEPTION should be written on the carrier's receipt above the receiving clerk's signature and also shown on the Receipt form F-226. In rare cases the goods may not be accepted at all.

17. Where damage to a shipment or a shortage is noted on receipt, we pay the complete freight charge and then file a claim for damage or shortage. But before making payment for the goods we prefer to deduct from the bill for any damage or shortage. However, this can be worked out with the company involved, as they may give a discount for slight damage or request full payment and then replace the damaged or broken items, etc.

18. CLAIMS ON SHIPMENT LOSS OR DAMAGE: It is essential that you always **check every package in all shipments** as soon as you receive them. If you discover damage or a shortage in the shipment, **note all missing or damaged items** on the delivery receipt. Show the exact condition of what you received. If the freight carrier will not make delivery unless the delivery receipt shows no exceptions, accept delivery and send a letter to the freight carrier describing the damage. Save the receipt or letter and any other documents relating to the shipment. Protect your property from further damage. Set the damaged items aside so that later inspection can be made. Only if there is a shortage should the entire shipment be held if the insurance company will inspect it promptly.

19. If the value of the missing or damaged items is US$2,500 or more, send a formal claim letter to the insurance company's agent. Show the policy number, dates of coverage and name of insurance company. State that the purpose of your letter is to notify the agent of your claim and to permit the agent to arrange for a survey of the damage or loss if necessary. State (1) the dates and freight carriers for the shipment and (2) the type of damage or loss (water damage, missing items, etc.). Send (1) a formal claim letter and (2) a claims invoice to all the freight carriers involved. Send these to everyone who handled the shipment in question—the steamship line, trucking company, railroad, and port authority. In your letter state that you are making a claim and identify the shipment and type of damage or loss. In your claims invoice, itemize your claim.

20. You will need (1) your **formal claim letter**(s) to the freight carrier(s) and claims invoice, also any replies you have received. (2) If you are claiming items that were never received by you, you should get written confirmation by the freight carriers involved stating they could not make delivery. (3) If you did receive part or all of the shipment, copies of all delivery receipts, with missing or damaged items noted will be needed with inspection reports from the freight carrier which confirm your loss or damage. (4) You should have copies of all ocean, air, and inland Bills of Lading covering the entire shipment, including paid freight bills. (5) A copy of the branch's commercial invoice covering the entire shipment. (6) A copy of the packing list(s). (7) An original copy of the survey if one was made and given to you. (Sometimes the survey is sent directly to the insurance company's home office, but it is good to request a copy and also ask that it be sent to the insurance company.) (8) Repair bills for any damaged goods you received. (9) "Certificate of Condition" if issued by port, terminal, or other authority or freight carrier. (10) If applicable, Duty Consumption Entry Report bearing entry number. Where duty is insured, send a copy of your letter filing claim on customs for refund of duty.

21. Send a copy of all documents and correspondence as listed above to the Brooklyn Office, Attn: Risk Management Office, along with a brief letter giving the date and circumstances of the loss or damage. The Brooklyn office will care for the claim and will correspond with you further if necessary. Also notify the branch which sent the shipment.

22. If the value of the damaged or missing items is less than US$2,500, write to the freight carriers involved in handling the shipment as shown in paragraph 21. Do not pursue claims with the freight carriers if the amount of the damaged or missing items is less than $50, since it is not worthwhile to do so. If the freight carriers do not pay your claim, your branch should assume the loss and notify the Brooklyn Office, Attn: Risk Management Office, giving the date of the shipment, the vessel, the freight carrier(s), the amount of the loss, and a brief description of the damage or loss.

23. SUGGESTIONS FOR LITERATURE BIN AND WORKTABLE: The three layout drawings of a typical arrangement for a branch shipping department, found at the end of this chapter, may be of value to branches in working out a practical arrangement according to available space and volume of work. The basic working unit consists of a large working table and a literature bin, as shown on drawing No. 1. The usual height for a standard all-around working table is 33". If the table is to be used primarily for full large cartons, then it would be an advantage to have the table a little lower. If it is going to be used for light work and smaller cartons, then it may be an advantage to have it a little higher. The material for the table top can be made of Masonite, a good working surface of linoleum, asphalt tile, sheet metal or a well varnished wood surface. The top of the table should be kept well waxed to save wear and make moving of cartons easier. The literature bin does not necessarily have to be the overall dimensions as shown, as long as the basic dimensions of each compartment within the literature bin are maintained so as to fit well with the literature storage. These basic measurements are determined by the size of the books and booklets. Our standard 43"-long compartments are well suited to take 6 rows of books or booklets. The bin has a working ledge that is 33" high, or the same height as the working table. Then for convenience and accessibility the first compartment above the working ledge is 19" high. This is found to be an advantage, as it is your main compartment for the current books and booklets. Below the working ledge flat cartons or packing material could be stored.

24. Drawing No. 2 shows practical **carton storage bins;** one is suggested for a single-carton rack wherein cartons are stored one high and one deep on each shelf and the other is a two-carton rack, where cartons are stored two high and two deep on each shelf. These are accessible from all sides, or as arranged back to back or against the wall.

25. Drawing No. 3 shows a **typical floor plan with the working table and the literature bin** near or facing the windows for the best light arrangements, but not with sunlight shining on the literature. When the open literature bin is not being used for a period of time, then the literature should be protected from the sunlight and dust by use of a draw curtain or cardboard or whatever is convenient. The back part of the literature bin is equipped with single-carton shelves. Here you may store less-used stock and other-language stock. It should be kept in single cartons on the shelves in order to keep it clean, and each carton should be properly labeled showing the contents. If additional space is required for less-used literature, then portions of the carton racks may be used. This is particularly true in regard to the two-carton racks where there are three or four cartons of each item. If the quantity of each item gets larger so as to involve several cartons, then an area of floor space should be allotted for the storage of these cartons as shown in this drawing. One arrangement shows four cartons per block, the other arrangement 11 cartons per block.

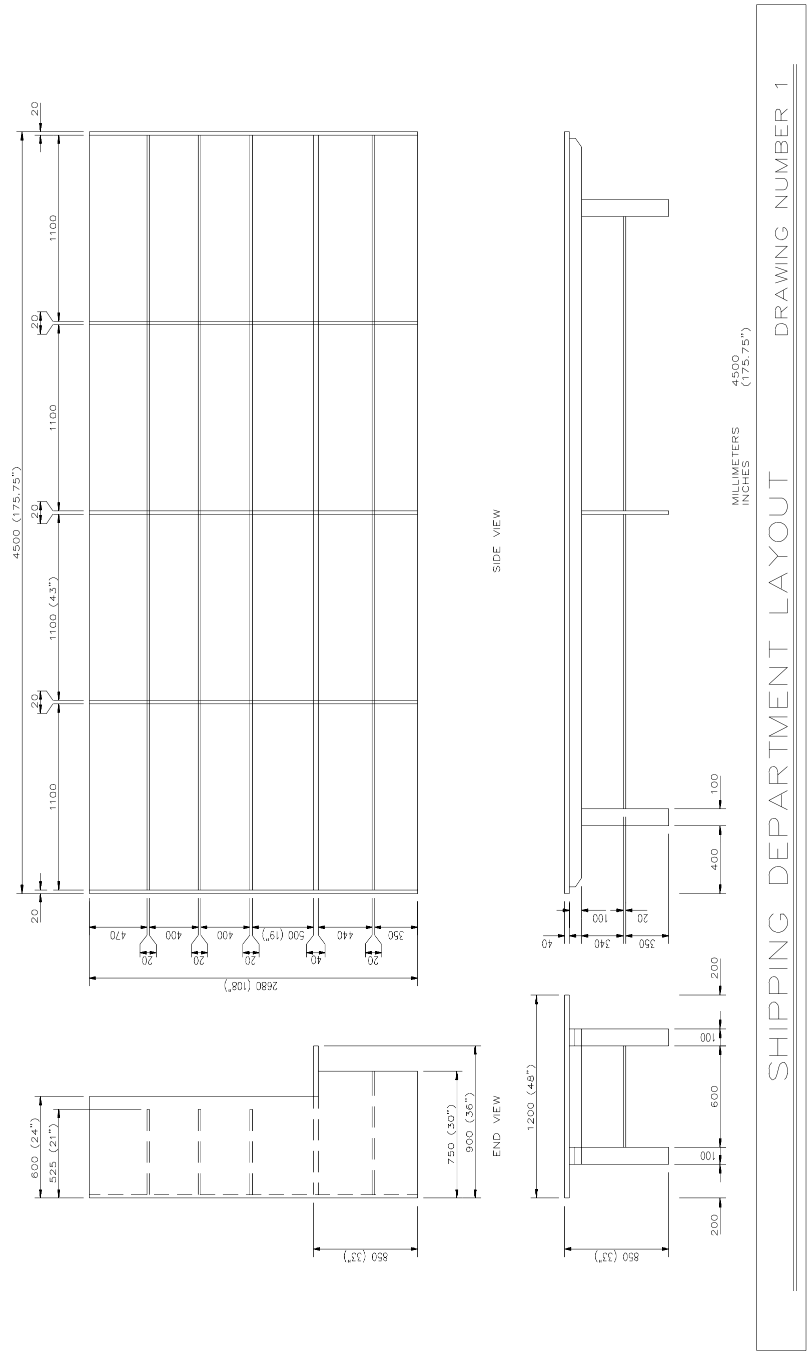
26. Forms that move steadily can be placed in one of the compartments above the working ledge of the literature bin next to the working table.—See drawings Nos. 1 and 3.

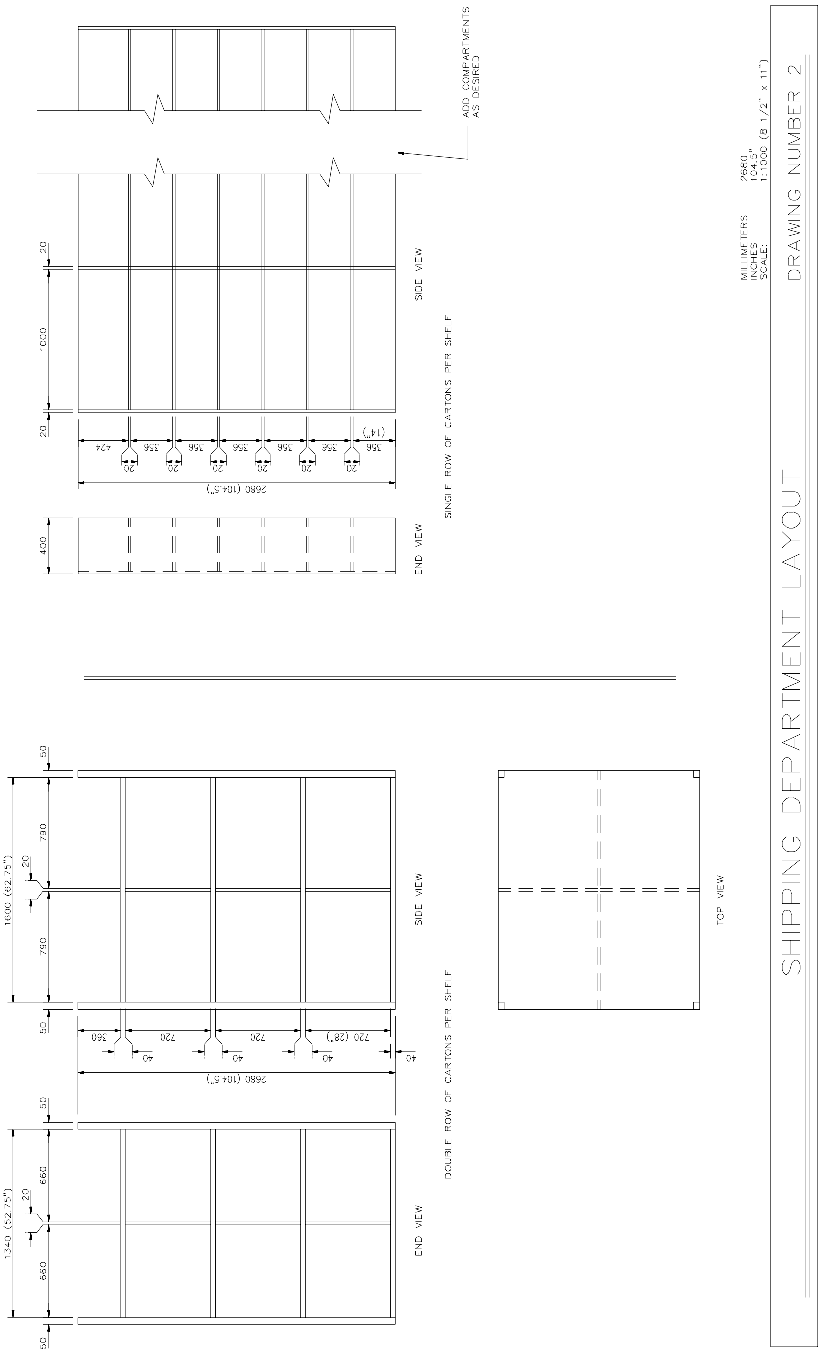
27. LITERATURE STORAGE: Be sure that cartons of literature are stacked properly. **Book and booklet cartons should never be stacked on their side.** If cartons bulge because moisture swells the publications, these cartons can be set aside and used first. The flat cartons should be stacked first. If necessary, bulging cartons can be opened before stacking, some of the literature taken out and the carton renumbered as to quantity. This will avoid damaging the literature by stacking cartons sideways.

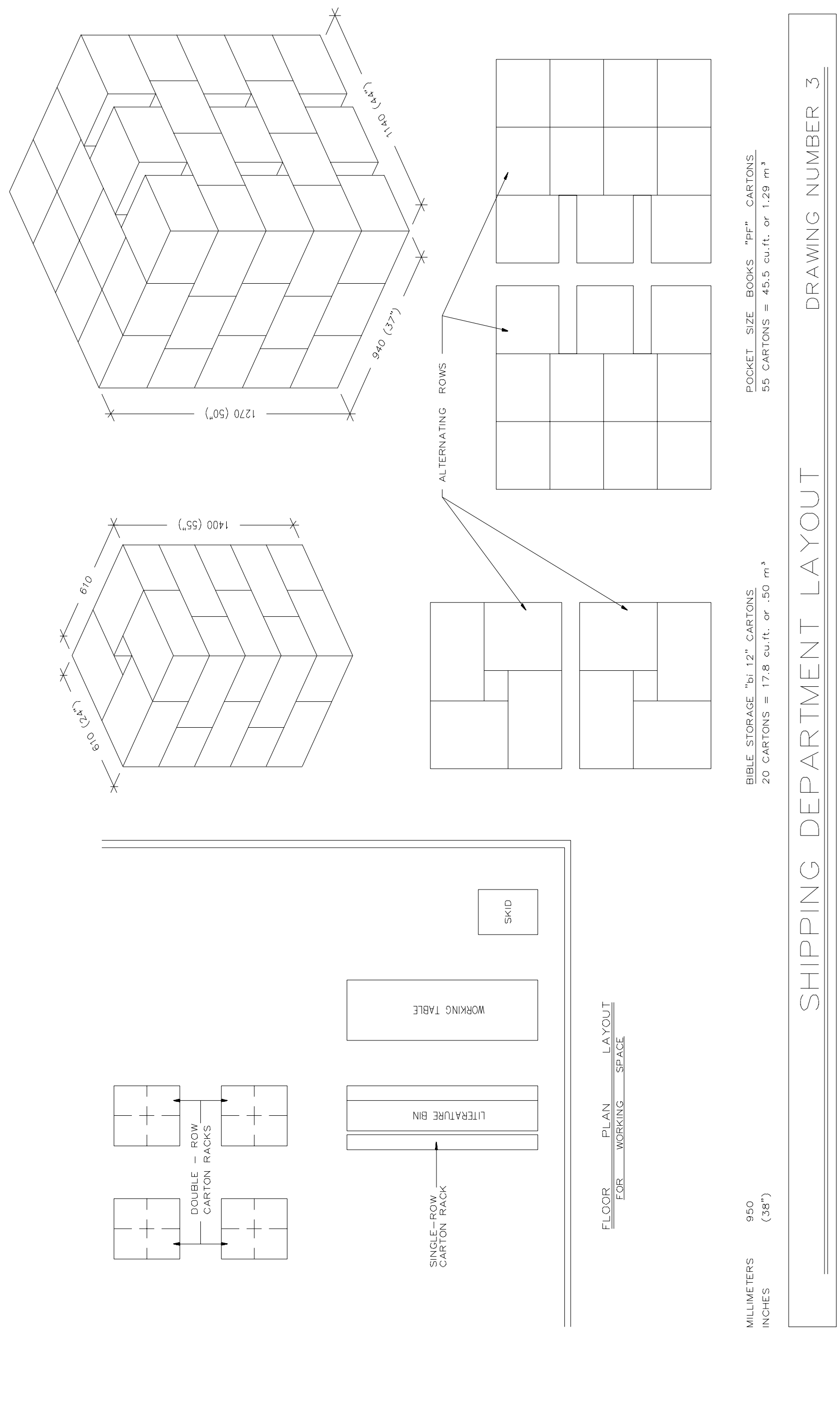
28. Bright sunlight will fade most colors and turn paper brown. Always **see to it that all the literature is properly protected** so that it will not become damaged by being submitted to constant sunlight or excessive moisture or heat. If the storage of literature is in a location where there may be insects that will damage the literature, then precautions should be taken by placing insect poison around the cartons in an endeavor to keep the insects or roaches from damaging the literature. Always let air circulate around stacks of cartons if stored in places that get damp at certain times of the year. Keep them off the floor about two or three inches.

29. CONGREGATION LITERATURE SUPPLIES: These should be **checked carefully every year** by using the Literature Inventory form (S-18). This form (S-18) should be filled out September 1 by each congregation unless the congregations will not receive the form in time in which case the congregations may be instructed to take their inventory on January 1 rather than September 1.

30. It is not necessary to total all the Literature Inventory forms in large branches. Approximate figures can be calculated by projecting a sampling of perhaps ten to fifteen percent of the S-18's to determine what stock is available in the congregations. This will help determine future literature campaigns as well as determining if congregations are over-ordering so that the office should reduce future literature orders for some items.


SHIPPING DEPARTMENT LAYOUT
DRAWING NUMBER 1
MILLIMETERS
INCHES
4500
(175.75")
SIDE VIEW
END VIEW
4500 (175.75")
1100 (43")
2680 (108")
500 (19")
600 (24")
525 (21")
750 (30")
900 (36")
1200 (48")
850 (33")


ADD COMPARTMENTS AS DESIRED
SIDE VIEW
END VIEW
SINGLE ROW OF CARTONS PER SHELF
2680 (104.5")
SIDE VIEW
END VIEW
TOP VIEW
DOUBLE ROW OF CARTONS PER SHELF
1600 (62.75")
1340 (52.75")
2680 (104.5")
MILLIMETERS 2680
INCHES 104.5"
SCALE: 1:1000 (8 1/2" x 11")
SHIPPING DEPARTMENT LAYOUT
DRAWING NUMBER 2


SHIPPING DEPARTMENT LAYOUT
DRAWING NUMBER 3
FLOOR PLAN LAYOUT
FOR WORKING SPACE
MILLIMETERS 950
INCHES (38")
DOUBLE - ROW
CARTON RACKS
SINGLE-ROW
CARTON RACK
LITERATURE BIN
WORKING TABLE
SKID
BIBLE STORAGE "bi 12" CARTONS
20 CARTONS = 17.8 cu.ft. or .50 m³
POCKET SIZE BOOKS "PF" CARTONS
55 CARTONS = 45.5 cu.ft. or 1.29 m³
ALTERNATING ROWS
610 (24")
610
1400 (55")
1270 (50")
940 (37")
1140 (44")

Chapter 13

Magazines

1. IMPORTANCE OF MAGAZINE DISTRIBUTION: Jehovah has blessed the distribution of magazines, and every Branch Committee should see the importance of placing *The Watchtower* and *Awake!* magazines with the people. The Branch Committee should stimulate the circuit and district overseers in this matter and they should show the congregation publishers and overseers the value of distributing magazines. *Our Kingdom Ministry* urges the distribution of magazines primarily from house to house and also on the streets, from store to store, on return visits and in the Bible study activity.

2. However, **the same methods of distribution are not used in every country.** Each Branch Committee must decide what methods are best to use in its country, so as not to make the preaching work overly conspicuous where this would do harm to it. The methods you use depend much on the laws of your land. What is said in the United States edition of *Our Kingdom Ministry* does not always apply in other branches. Discretion must be used. Keep the work open and these most important journals circulating in your land.

3. The information in *The Watchtower* has a place in all countries of the world. *The Watchtower* is the one publication used to bring Jehovah's people "their food at the proper time" and this should be delivered to God's people under all circumstances. We desire to have *The Watchtower* available in as many languages as possible, and it should always be our leading magazine. *Awake!* is also an excellent help in stimulating interest in the truth. It is another means to spread the good news; therefore, it will be stressed in our magazine work.

4. RENDERING GOOD SERVICE: Magazines are dated material. This makes people conscious of receiving the issues on time. Congregation magazine request forms (M-202) should be processed weekly. **Process special requests promptly,** especially when current issues are involved. Always be alert to ways that service can be improved and maintained. If it is necessary to bring in extra volunteers during rush periods, do so. Good service must be balanced with keeping delivery costs reasonable.

5. CONGREGATION MAGAZINE REQUESTS: The use of magazines in regular witnessing by the publishers has built up the circulation of the magazines. Continue to encourage this. These magazines are usually sent in bulk quantities directly to the congregations.

6. The congregation magazine request record file is arranged according to language, then alphabetically by country, state or province, and city. If a particular city has more than one congregation in it, the orders would be arranged in alphabetical order by the names of the congregations within the city.

7. Congregations generally have standing orders for *The Watchtower* and *Awake!* and *Our Kingdom Ministry* in the language of their country, and some have standing orders for foreign-language and audiocassette editions of the magazines. For branches that use a paper ledger system to handle magazine requests, a pencil notation of the total number of both issues of *The Watchtower* is listed first in the upper right-hand corner of the ledger, and under this is listed the total number of both issues of *Awake!* (Example: 100 w 1/1 and 100 w 1/15 totals 200 w, so 200 w will be the pencil figure.) When there is **a change in the standing order,** the Magazine Department will record the new quantity and the issue with which the change is effective. When the change in the standing order is effective with the 1st or 8th issue, the pencil figure on the ledger will be changed to double the number on the checking slip for semimonthly magazines. When a change is effective with the 15th or 22nd issue, the former penciled quantity (total of two issues) would be crossed out and the quantity of each issue sent to the congregation would be penciled in to the left of the former figure (for example: 100 w 1/1, 90 w 1/15). After the ledger has been posted, any pencil figures in the upper right-hand corner of the ledger sheet, regarding a change effective with the 15th or 22nd issue, would be erased, and a penciled figure of the new total quantity of both issues of the magazines would be shown. These figures will be used until another change is made. The standing orders for semimonthly foreign-language and audiocassette editions of the magazines are handled the same way.

8. The number of magazines shown in the description column of the ledger sheets and the Congregation Shipping Summary is taken from the upper right-hand corner of the ledger sheet or the computerized record. When posting, the pencil figures are recorded in date-of-issue order. The issue dates of all magazines should be shown.

9. When a congregation orders some **magazines in addition to** their **regular standing order** (a special order is submitted using the M-202 form), the Magazine Department will record the quantity, issue, and name of congregation. This information will be filed for the Shipping Summary to be posted at the proper time. These additional magazines will be listed on the summary below the standing orders in all languages.

10. To help keep the magazine records accurate, the Magazine Department of each printing branch will send **checking slips** on every congregation for the Magazine Departments of all branches involved. This will be done with the 1st and 8th issues of the January, May, and September magazines. These checking slips should be airmailed to the branches immediately so they may be compared before the month's summaries are posted. Any discrepancies should be promptly clarified. Instead of sending checking slips, printing branches using computers would send to each branch a complete list of their orders in January, May, and September. This would not necessarily show the quantities being mailed with the 1st and 8th issues of January, May, and September, but would show all orders at the time the list was produced. Branches would check this against their ledgers after posting regular order changes made before the list was produced.

11. The congregations send their standing orders for the printed and audiocassette editions of the magazines and *Our Kingdom Ministry* and any quantity changes to previous requests to the local branch on M-202 forms, and the branch sends these to the printing branch on M-229 or S-86 forms. However, there is no objection to sending M-202 forms that have been made out clearly directly to the printing branch for entry to save duplication of work. In such cases the M-229 or S-86 form would not need to be typed and forwarded, nor would the local branch need to keep a congregation magazine or audiocassette request file, or even an *Our Kingdom Ministry* order file. These requests should be sent to the printing branch at least once a week. Requests for 30 magazines or more should be submitted in multiples of 10. Requests for any quantity of audiocassette editions of the magazines may be made.

12. SPECIAL REQUESTS: Special requests are submitted for magazine quantities in addition to the regular congregation or branch request. These should be submitted to the printing branches on M-229 forms. Requests for more than 30 should be shown in multiples of 10. Special requests should be submitted to the printing branches on a separate M-229 form and not on the same form showing a change in the quantity. It is important that special requests reach the printing branches before the printing date of a particular issue. This will eliminate the need to reprint a particular issue, or have the request decreased or canceled. Since the magazines are mailed shortly after they are printed, the column "Mailed Before Issue Date" on the *Watchtower* and *Awake!* Mailing List can be used to determine the approximate printing dates of the various issues. Requests for individual issues of the audiocassette editions of the magazines should be submitted on a Literature Request form (S-14) as special request items.

13. INTERBRANCH MEMOS: Each week all congregation requests on hand for the printed and audiocassette editions of the magazines, and for *Our Kingdom Ministry* should be sent to the printing branches. These requests should be submitted as described in 13:11. A covering interbranch memo should always be sent with the slips, diskette, or with files sent by electronic mail. All memos for congregation supplies of printed and audiocassette editions of the magazines and *Our Kingdom Ministry*, whether sent through branch mail or by electronic mail, should be numbered in one sequential order. The individual M-229, M-202, or S-86 forms do not need to be numbered. Begin new files and numbers each September 1. The first memo of the new service year should state the number of the last memo of the previous service year to ensure no packages have been missed.

14. For regular branch mail, type the magazine interbranch memo in triplicate. Send the first and second copies to the printing branch. On the second copy type at the top "Please return to _____ branch." Keep the third copy on file until the printing branch returns the second copy. Receipt of this copy will confirm that the diskette or slips were received by the printing branch. If confirmation is not received within four to six weeks, an inquiry should be sent to the printing branch. If the slips were lost, send a duplicate set or file to the printing branch. Indicate on the covering interbranch memo that this package is a duplicate.

15. Electronic interbranch memos should include the heading "Please confirm receipt." The receiving branch will then return a copy of the memo via electronic mail with a message "Receipt confirmed" as confirmation that the original memo was received. Thus, whether the memo is sent via regular mail or electronically, a receipt confirmation should be sent to the sending branch. Follow the same procedures outlined in 13:14 if an electronic receipt confirmation is not received. Packages or envelopes that contain only magazine-related correspondence for the United States branch may be mailed to Watchtower; Wallkill, New York 12589; U.S.A.

16. ELECTRONIC FORMS: Branch and congregation requests for printed or audiocassette editions of the magazines and *Our Kingdom Ministry* (M-229, M-202, S-86) may be sent electronically. Depending on the local circumstances, the printing branch may accept an interbranch memo listing in column format the following information: congregation number and name, edition and language, current request quantity, and new quantity. The sending branch should first correspond with the printing branch to determine if they are agreeable to receiving these electronically.

17. MAGAZINE SUPPLIES: On September 1, when the literature inventory is taken, each congregation will make a report on the S-18 form to show total magazines on hand. If the supply is larger than needed, it would be appropriate for the circuit overseer to discuss the matter.

18. Sometimes a publisher may live within a congregation's territory, but due to distance or some other circumstances he desires the magazines to come to him directly from the branch. If the circumstances warrant, this will be done upon the approval of the body of elders and the branch.

19. ISOLATED GROUPS: When an isolated group of publishers wishes to receive literature and magazines from the branch, this will be arranged upon receiving favorable recommendations from the circuit overseer.

Supplies for pioneers working in isolated territory may be handled through the congregation they are associated with.

20. MAGAZINE INVOICES: For airmail magazine shipments made directly to a branch or congregation in another branch territory, a magazine invoice is sent to that branch each month covering only the airmail postage charges. Airmail charges will be billed when the receiving branch or congregation has requested this additional service and agrees to pay for the airmail postage rather than dropping behind in the study schedule. As to *Our Kingdom Ministry*, no charge will be billed when airmail service is the only viable shipping method to insure receipt in time for use by the local congregations.

21. SUBSCRIPTIONS: Publishers and other regular meeting attenders should receive their personal copies of the printed and audiocassette editions of the magazines from the bulk congregation supply. A subscription list can be kept for those living in remote areas who are not in contact with a congregation. There may be other exceptions for magazines to be mailed, but it is our desire to keep these to a minimum. All such subscriptions should be approved by the secretary or another member of the congregation service committee. Subscriptions to the braille editions of the magazines, to *The Watchtower* or *Awake!* on audiocassette that can be mailed free to impaired subscribers, and airmail subscriptions for which the subscribers pay the mailing cost may continue to be sent. (See 13:43, 44.) Gift subscriptions should not be accepted.

22. SUBSCRIPTION FILES: **Branches that do not print their magazines** have two files of subscription slips, one file for the handwritten slips, and the other for the typewritten slips. When a local branch receives the confirmation from a printing branch of the receipt of a group of slips, then the local branch can file their copies of the typewritten slips into the typewritten slip file. This file is arranged alphabetically by state or province, city and name of the subscriber; or by postal code and name of subscriber. One alphabetical file of the copies of typewritten slips is sufficient regardless of the type of magazine, language or printing branch to which the original typed slips were sent. The original handwritten slips are filed away in the order in which they were sent to each printing branch.

23. When a branch sends subscriptions electronically, only the original subscription slips need to be filed. However, a copy of the electronic file should be kept until the receiving branch confirms receipt. The original slips can be filed as part of the entry pack. Each pack can have the date it was processed noted on the front of the pack. Thus, when researching questions, this date can be used to locate the original subscription slip.

24. On January 1 of each year the subscription slips and memos over 16 months old are destroyed. For example, on January 1, 2003, the subscription slips and memos for the 2001 service year (dated 9/1/00 through 8/31/01) would be destroyed. When subscriptions for more than one year are filed in the typewritten slip file, they can be marked with a paper clip. Then when the slips over 16 months old are destroyed, the slips with clips can be removed and refiled in the current file.

25. THE EXPIRATION DATE: The expiration date is determined by the first copy sent to the subscriber. There are 24 expiration dates per year for each semimonthly magazine. Show the expiration date in a month, day, year format. For example, if the first issue sent is the 10/15/01w, the expiration date would be 10/1/02 for a one-year subscription, or 4/1/02 for a six-month subscription. The magazine, language symbol and expiration date should appear on the address label.

26. TYPING THE SUBSCRIPTIONS: When preparing to send subscriptions to another branch, be sure to proofread the typed copies against the original for accuracy. Type the name of the post office in all capital letters. Type the language in the upper right corner and the congregation number just above the subscriber's name. This will avoid any confusion with the postal code number or address. The branch sending the subscription and also the printing branch should be shown. Check the *Watchtower* and *Awake!* Mailing List to determine the printing branch. The calendar date that the subscriptions are mailed should be shown. When submitting subscriptions on documents sent electronically, this same information should be included. Work out any details of sending subscriptions electronically with the branch that will receive them. If a branch has only one or two slips for a particular printing branch, these can be sent by way of the United States branch. Packages or envelopes that contain only magazine-related correspondence for the United States branch may be mailed to Watchtower; Wallkill, New York 12589; U.S.A.—See 13:13-15.

27. The slips are sorted according to the language, magazine type (w, g, or w&g), term and whether it is a new or renewal subscription. *Watchtower* and *Awake!* subscriptions for the same person are processed as renewals if one is a renewal and the other is a new subscription.

28. Check each subscription for the following items: (1) Verify the postal code and spelling of the post office and other address information. Endeavor to obtain a postal directory for this purpose. It is not necessary to check these items for subscriptions sent in by a branch for countries under its jurisdiction. (2) Check the legibility and make any necessary clarifications. (3) Arrange the information consistently with the rest of the subscription file. (4) Illegible or incomplete information that cannot be corrected should be returned to the congregation or branch from which they came for the needed information.

29. In preparation for typing, the slips are grouped into packages convenient to handle. Be careful not to get the information mixed up when typing the addresses. We do not want the subscriber to receive the wrong magazine. The important parts of each address should be carefully verified for accuracy, and any discrepancies should be corrected.

30. A branch may receive a subscription to enter at an address that is under the jurisdiction of another branch. It would be appropriate to inform the branch of the potential interest and the local congregation can be instructed to follow up and deliver magazines to the interested person.

31. SUBSCRIPTION CHANGE OF ADDRESS TO THE PRINTING (MAILING) BRANCH: Locate the subscriber's former address and expiration date, and forward the old and new address to the printing branch. If the change of address is for a subscription which had become undeliverable and was being held in the stopped subscriptions file by the printing branch, indicate this on the slip and show the advanced expiration date.

32. PROCESSING RENEWAL SUBSCRIPTIONS: Attempt to locate the present subscription on file. If there is no subscription on file, enter the subscription as a new one. If there is a subscription on file, compare the address and make any needed corrections. If the subscription has missed an issue, start it with the next issue to be mailed. If the subscription has not missed an issue, advance the expiration date according to the term of the renewal.

33. RENEWAL NOTICES: Renewal notices may be used for subscribers with extenuating circumstances. This would include audiocassette subscribers who are impaired, those that subscribe to the printed braille editions of the magazines, or those that live in isolated territories. These notices are mailed to the subscriber's home.

34. EXPIRING SUBSCRIPTION SLIPS: Expiring subscription slips (M-91 and M-191) are prepared and sent to the congregations. These should be given to the publisher who obtained the subscription at the next meeting if possible so that they can promptly follow up in delivering the magazines to the former subscribers, or in obtaining the renewal subscriptions if appropriate. Expiring subscription slips received back from the congregations should be processed as described in 13:32 above.

35. Around the first of each month, subscriptions which expired with the previous month's issues may be purged. Example: Subscriptions that expired with the July issues may be purged on or after August 1.

36. In the United States, each congregation is assigned a unique number that is shown on subscriptions obtained in their assigned territory. When the subscription is entered, the congregation number is included on the record. Then, when the expiring subscription slips are sent to the congregations, the one sorting the slips can easily determine to which congregation the slips should be sent.

37. CHANGE OF ADDRESS, UNDELIVERABLE SUBSCRIPTIONS: When notification of an address change is received from a branch, an individual or the postal service, locate the present subscription on file and change the address. Since there has been no interruption in mailing, no change needs to be made in the expiration date for the subscription.

38. Notification may be received from the postal service that a subscription is undeliverable. The subscription is removed from the active file and put in the stopped subscriptions file alphabetically by the name of the subscriber. The remaining term and the reason for stopping are recorded on the subscription record. Then a notification is sent to the branch or congregation having the territory in which the subscriber was located. If the postal service notification was sent in by a branch, it should have already notified the congregation and is now asking that mailing be held until the correct address is obtained. When a response is received from the congregation or the branch, the correct address is entered and the subscription reactivated. The expiration date is advanced according to the number of issues missed while the subscription was in the stopped subscriptions file. Mailing would begin with the next issue.

39. CANCELLATIONS: Remove the subscription from the active file and put it in the stopped subscriptions file showing the remaining term and the reason for stopping.

40. When correspondence is received **reporting non-receipt of a subscription,** the file is carefully checked. If the subscription is not on file and sufficient time has elapsed since the subscription was reported as sent in, it can be assumed that the subscription was lost. Enter the subscription in the file.

41. If the subscription is in the file properly, the expiration date can be advanced to account for the issues the subscriber missed. Then, inform the subscriber what we have on file and suggest he contact the local post office regarding the problem. Advise the subscriber to let us know if this does not produce satisfactory results. A simple inquiry regarding a subscription problem can be sent to the printing branch.

42. Some branches may have different ways of following up on undeliverable subscriptions. Keep in mind that they should be followed up somehow at reasonable expense to the organization and the congregations.

43. AIRMAIL SUBSCRIPTIONS: Individuals needing magazines in languages other than those spoken in the country in which they reside may request these as airmail subscriptions. For instance, missionaries, Bethel family members, or others serving in a foreign field may receive the magazines in their native language by this method in order to receive their personal copies before date of issue. Airmail subscriptions are usually sent from the printing branch with the lowest airmail postage rate. However, the branch may inform the subscriber of one of the higher rates because of the poor service they may have experienced from the country with the lowest rate. Please consult the Airmail Subscription Rates From Magazine Printing Branches chart to determine which printing branch the subscription would be sent from for the major languages listed. Inquiry can be made of a printing branch to obtain the airmail cost if the desired language is not listed in the rates chart. *The Watchtower* and *Awake*! Mailing List may be consulted for other languages that are handled by these printing branches.

44. Airmail subscriptions are sent only if the subscriber covers the additional airmail postage costs. Airmail subscriptions should not be accepted for a term of more than one year, and should not be sent in a native language of a country. (For instance, an English airmail subscription would not be sent to the United States.)

45. STOPPED SUBSCRIPTIONS FILE: Subscriptions which were undeliverable or canceled and have time remaining on them are filed by the name of the subscriber. Around the first of each month, subscriptions in this file which expired with the previous month's issues may be purged.

Chapter 14

Monthly Campaigns for Announcing the Good News

1. About November of each year the Governing Body sends out a general letter to all branches as to the month-by-month campaigns. It is the proposed plan of the year for making known the good news.

2. Usually certain months highlight the distribution of magazines. If these are not the best months for your branch, adjustments can be made. Take the matter up with the Service Committee. If your reasons are good for offering magazines at another time of the year rather than during these "magazine months," a change could be made. The Governing Body desires each branch to set aside some months every year to offer the magazines to those who show interest and to emphasize the magazine work. This is arranged as an aid in spreading the truth and also because our printing operations are now able to provide ample magazines to help in publishing the good news.

3. MORE MAGAZINES IN MORE LANGUAGES: The Governing Body is very desirous of distributing *The Watchtower* in as many languages as possible. It is for all interested persons in all territories. To do this, however, we must have good translators and be sure of the regular supply of copy. We must print at least 2,500 copies of each issue to make it worthwhile. If you are sure you could build up a demand for that many, consideration will be given to that language. We do have a few smaller editions which are mimeographed.

4. We would like to put the *Awake!* magazine out in more languages too. This depends on whether translators can supply good copy and enough copy for both *The Watchtower* and *Awake!*—See Translation, Chapter 25.

5. It would be good to **encourage development of magazine routes.** Particularly during the months set aside for magazine campaigns the brothers could be encouraged to start magazine routes or develop those they already have. Magazine routes do offer a basis for becoming friendly with the readers and consequently lead to Bible studies. It may be good to offer subscriptions to those who appreciate the material and who are not easily reached by a magazine route.–See 13:21.

6. Having magazines going into homes every month means a wider witness to the Kingdom and a better sowing of seed to prepare the people to accept the truth. It is very clearly seen that the distribution of *The Watchtower* magazine regularly each month in any language is of great benefit to Jehovah's people. The interested persons benefit, too, because of the house-to-house visiting done with magazines. So the magazines *The Watchtower* and *Awake!* play a prominent part in our campaigns for the year.

7. BOOKS, BOOKLETS, BIBLES: Not all branches have a large variety of publications, and therefore some cannot follow the monthly campaign outlined. Under these circumstances the branch should write the Service Committee recommending a change. The only things you can offer are the things you have in stock.

8. There are times during the year that you may want to do something special to **dispose of older literature.** Paper sometimes turns brown with time so it is good to place the literature before it discolors. Your recommendations can be made to the Service Committee, but have in mind that it costs money to print the literature as well as to ship it. Just because it does not move out of stock does not mean that it is of no value. We should try to use it to aid the people in the territory.

9. ***OUR KINGDOM MINISTRY****:* The United States' *Our Kingdom Ministry* emphasizes the field offers that are outlined in the annual letter. Your issue of *Our Kingdom Ministry* is for your branch territory, so you should print what is applicable to your field.

10. Some countries a long distance from the United States use the edition of *Our Kingdom Ministry* printed at Brooklyn. If it arrives late, the branch can instruct the local brothers to fall a month or more behind on all campaigns. Some branches have a problem because their issue of *Our Kingdom Ministry* is not simultaneous. However this can be handled by a supplement to the congregations giving any updates or suggestions necessary with regard to magazine presentation or other matters. Another option is to send a letter to the congregations giving necessary adjustments or campaign offer suggestions. Branch Committees should have in mind that the edition of *Our Kingdom Ministry* printed in the United States is for the brothers of that country. Your reports and conditions may be different for your field. Conventions are held at other times. **Articles** in the United States' *Our Kingdom Ministry* **can be rewritten or completely new ones written,** if it is in the best interests of the work. You should, however, write articles that will encourage and help the brothers in your territory to present better the message of the Kingdom. You may have had a new peak in publishers, so why not write a short article about it that will encourage and build up your brothers? Things that do not apply to your territory should not be reprinted; rather, write something new that applies. However, what you write should deal with the field ministry and other activity pertaining to the preaching and teaching work, Kingdom Hall matters, etc., in your country. You should not write articles or inserts that feature Biblical counsel and direction on various Scriptural topics, or that deal with marriage or funeral customs, or superstitious practices of some in your country, etc. That type of information is found in the organization's other publications, such as books, booklets, brochures, and magazines. If you want to feature a "Question Box" or an insert on a certain subject that is field-related, you should first submit your proposed draft to the Brooklyn office before printing such information. It is helpful to **submit such drafts to the Service Committee well ahead of your scheduled printing** for your local edition of *Our Kingdom Ministry*, so that there is time to review what you may have in mind printing, after which you will be informed if permission is granted to print such information. If time does not permit such new articles to be submitted to Brooklyn the Branch Committee can approve them, but if the topic is questionable, hold them back and send them to the Service Committee for comment and/or approval.

11. Usually there is **no reason to mail individual copies of *Our Kingdom Ministry* to persons in other countries.** If there is a congregation existing in another country that needs your language edition of *Our Kingdom Ministry* for its service meetings, then the request for a bulk supply for the whole congregation should be made through the branch office and thence through the Brooklyn office. A regular order (S-86) should be put through. If a congregation wishes to receive its supply by airmail, the cost of the airmail postage will be charged to the branch originating the request to be charged in turn to the congregation account.—See 13:20.

12. But when individuals request copies of *Our Kingdom Ministry* in another language to be sent to them in another country, you will not handle this mailing as a rule unless the branch in that country makes a special request. The edition of *Our Kingdom Ministry* of one country usually will not apply in another, and there is no reason for you to use time, postage, stencils and envelopes sending out such material. In general brothers should get the local edition of *Our Kingdom Ministry* through their own congregation.

13. However, if there is a Spanish or other-language congregation in Germany, or a Greek or other-language congregation in France, and so forth, and all the brothers who attend the congregation speak that language and you need a supply of *Our Kingdom Ministry* from another country, then send through a regular order (S-86) to the branch that prints them. As long as that congregation exists we will send *Our Kingdom Ministry;* but if the congregation ceases to function, then, of course, the order should be canceled and the branch supplying *Our Kingdom Ministry* should be notified.

14. Supplies of *Our Kingdom Ministry* sent to other countries are not chargeable. The cost is always considered a local printing and mailing expense unless a congregation requests supplies of *Our Kingdom Ministry* sent airmail.—See 13:20 and 14:11.

15. INFORMATION FOR CONGREGATIONS: In countries where the available editions of *Our Kingdom Ministry* will not fit your conditions, you may provide a monthly letter. This monthly letter need not be as lengthy as *Our Kingdom Ministry.* The objective of *Our Kingdom Ministry* is to outline the work for the local congregations. It does not have to be elaborate. The outlines for service meetings can be made by the local overseers of the congregations if necessary. This will give them good experience. It is understood, however, that the more uniform the work is throughout the world, the more unity is shown, the more positive is the message expressed and a better witness is given.

16. All branches will follow the outline in the annual letter if possible, but whether you can or not, there is one thing we can all do and that is preach the good news of the Kingdom, and that is the important thing. The ultimate goal of Jehovah's servants is to proclaim the good news worldwide for a witness, because this is the command that Jehovah has given to every one of his servants in the earth. If the brothers have the Bible, we want them to use it as the basis for conversations, always seeking to improve their ability to communicate and to convince others of the truth. The big thing is to keep sharing the good news everywhere, from house to house, and in many other places, whether with literature or without, with the Bible or just by word of mouth. Declare the truth in favorable season or troublesome season.

Chapter 15

Correspondence and Monthly Reports to the Governing Body

1. Branches should always feel free to ask any questions pertaining to the work in their country when they write to the Governing Body. It is noted that oftentimes small details are presented to the zone overseer when he visits that might easily have been handled by correspondence. We want to be as helpful as possible to the branches, so feel free to submit your inquiries in correspondence. We want to assist the branches in serving their territory and in handling matters properly.—See 1:82-88.

2. We do appreciate it when the Branch Committees keep us informed of any matters of general interest pertaining to their field so that the Governing Body is kept up-to-date on trends, whether it reflects outstanding field activity or a weakness in the field. Just a few lines or a paragraph from time to time, in a covering letter with the monthly branch reports, helps us keep in touch with the field and any new developments in your territory. We are not interested in lengthy letters with unnecessary details or many experiences. However, if you do have outstanding experiences from time to time, they can be written on a separate sheet and sent to the Writing Committee. There is no need to go to great lengths analyzing your field reports or expenditures in letters. Sometimes a few lines on something outstanding helps us get the picture here.

3. Rather than referring to previous letters in your correspondence, which means going back and checking our files here, it is very helpful if the points you have in mind can be summarized in a few lines unless, of course, the matter is quite detailed and would require extensive retyping. There is no need to ask a committee in Brooklyn or the Governing Body to read letters already handled unless it really bears on the current correspondence. We do have the former correspondence if it is needed.

4. All correspondence to and from the branch should be read by the Branch Committee coordinator or his substitute (when the coordinator is absent). The entire Branch Committee should have access to such files. The coordinator is responsible to approve all documents to headquarters before they are sent and he is responsible to carefully review incoming matters from headquarters. An individual or department in one branch should not communicate directly with an individual or department in another branch whether by correspondence, E-mail, or telephone unless this has been approved by the Branch Committee coordinator (or in the United States, a representative of a Governing Body committee) and he is aware of the content of any communications. Of course personal correspondence to and from individuals does not go through the coordinator.

5. Correspondence need not be long, but all of the facts should be stated. When you write about problems or present questions dealing with individuals, be sure to be specific and let us know whom you are writing about. The important thing in correspondence is to be specific, to the point, stating the facts clearly, and yet briefly.

6. Every effort should be made by the brothers at the branch, including the Branch Committee coordinator, to maintain a fine standard of neatness, grammar, spelling, and punctuation in all correspondence.

7. To facilitate sending correspondence to headquarters or other branches, a desk or department in the branch may be asked by the Branch Committee to prepare a draft for review by the Branch Committee coordinator or the entire committee, as needed, before sending.

8. It is good to have outgoing correspondence proofread by someone other than the writer. If the language of the country is not the native language of the Branch Committee coordinator, he may ask that someone else who is qualified put the correspondence in final form, so that it is properly written. If correspondence is not neat and well typed, it should be corrected or typed over. No letters should be sent out with words crossed out or that have a messy appearance.

9. Correspondence between branches and headquarters should be sent as either a **numbered letter** or **memorandum** as described in subsequent paragraphs. The formats used by headquarters and the US branch may serve as a sample for your own document templates. Such correspondence may be sent electronically or by hardcopy mail. The branch should use good judgment so as to insure timely mail service at a reasonable cost.

10. Hardcopy items that are not urgent may be held in a **pending file** for mailing once a week by airmail. This might include interest follow-up visit slips, interbranch memos, and other miscellaneous slips.—See 1:88; 5:32; 13:13.

11. Electronic documents may be sent daily by CompuServe. Matters that need immediate attention may be sent by fax. When sending correspondence electronically, indicate at the top of the material how it is sent to insure receipt, e.g., "Via CompuServe," "Via Fax," or "Via CompuServe and Fax."

12. There is usually no need to send correspondence by more than one method at the same time. However, if this is needed, then please make sure the original and copy are identical and are clearly marked so there will be no confusion when the items are received as to whether or not an item is a copy or an original.

13. If an item is urgent, then clearly state that at the top of the correspondence in bold letters. If an answer is required by a certain date then please be sure to indicate that specifically in the correspondence so that the matter is not inadvertently circulated in the normal routing of correspondence.

14. When making a reply to letters or memos, please commence your correspondence with a reference to the date, desk symbol(s), and letter number, if applicable.

15. If other documents or items are sent with a document then this should be noted at the bottom of the document by the words "Enclosures" or "Attachments." If numerous enclosures are sent, it would be good to itemize the enclosures to be sure they are all received and kept together as one package.

16. Numbered letters and memorandums to headquarters should usually be addressed to only one committee or department to handle. If a committee of the Governing Body finds it appropriate to pass it on to another committee, that will be done by the headquarters staff. This way only one committee will be expected to reply.—See 1:87.

17. A copy of all consequential correspondence between branches should be sent to the Administration Offices. This would be true especially of matters pertaining to policy, doctrine, branch finances, payment of bills, the purchase of large items of equipment, or arrangements to send personnel from one place to another. There is no need to send us a copy of inconsequential memos, such as those transmitting service records, floppy disks, and manuscripts for other branches.

18. NUMBERED LETTERS: Numbered letters are limited to correspondence between Branch Committees and world headquarters. The term "world headquarters" refers to the Governing Body, the six committees of the Governing Body, the Administration Support Committee, and the Administration Offices.

19. The numbering system insures all numbered letters are received by both headquarters and the branch office. Numbered letters are different than memorandums and should not say "MEMORANDUM" at the top of the letter. At the start of each service year branches should begin numbering letters to the Governing Body with No. 101 and the Administration Offices in Brooklyn will do the same with correspondence sent to the branches. Each branch will keep two cards on file with a series of numbers starting with 101. One will be marked "Dispatched," and the other "Received." When you send a letter to headquarters, check off the first unused number and put this same number on your letter next to the desk symbol(s) and date. On your received cards check off the numbers that appear on the letters received from headquarters.

20. If you find a received number has not been checked off after a reasonable period of time, then first check your files to see if you did receive the letter with the number but forgot to mark it off. Sometimes branches overlook the fact that some circular form letters are also numbered. However, if you do not find a letter with that number on it, then write to the Administration Offices for a copy, giving the number of the missing letter. The Administration Offices will do the same to all branches if letters are not received.

21. The inside address on numbered letters sent to the headquarters should say "Governing Body of Jehovah's Witnesses," a specified Governing Body committee, or the Administration Offices. The Administration Offices will check in all numbered letters from the branches and distribute them accordingly.

22. Numbered letters from branches to headquarters are to be **signed by the Branch Committee coordinator** or his substitute (when the coordinator is absent) on behalf of the Branch Committee. When sending letters regarding appointments of brothers to responsible positions of oversight or other serious matters, all available members of the Branch Committee who are in agreement should sign the numbered letter and the recommendation sheet. (See 1:82.) If a letter is sent by hardcopy, the signature(s) should be hand-signed in ink. If a letter is sent electronically, the signature(s) should be typed. Numbered letters from headquarters will be signed by the responsible Governing Body committee or the Administration Offices.

23. Every month each Branch Committee coordinator will send certain reports to the Governing Body. Branches should make a practice of sending a numbered covering letter with the reports for each month and for the year. This letter should itemize enclosures and be numbered so we can tell if we get all of the correspondence from your office. They should be sent no later than the 20th of each month and preferably sooner if the mail service in your country permits you to receive field reports in time to finalize them at an earlier date.

24. MEMORANDUMS: Memorandums are to be used for interbranch correspondence and for routine matters of lesser importance between branches and headquarters. Memorandums to headquarters or other branches should not be numbered except for memos accompanying magazine requests. (See 13:13-15.) The title "MEMORANDUM" (when addressed to headquarters) or "INTERBRANCH MEMORANDUM" (when writing another branch) should appear at the top of such correspondence so it is distinguished from a numbered letter.

25. To insure that certain material sent with memorandums is actually received, you may ask the recipient to return a copy of the memorandum to your branch as is done with interbranch memos for subscriptions.

26. The inside address on memorandums should state the name of the branch or "World Headquarters of Jehovah's Witnesses." If desired, you may also specify a particular department. The Administration Offices will route all incoming memorandums to the responsible desks and departments at headquarters and in the US branch.

27. Interbranch memos are customarily signed with the name of the branch, not the name of any individual. However, if the interbranch memo relates to the transfer of personal funds, the memo should be signed by the Branch Committee coordinator or someone appointed to do so as mentioned at 8:45.

28. REQUESTS FOR FUNDS: Requests to the Publishing Committee for funds should be submitted using a numbered letter, not a memorandum. The branch sending the funds should be sure to have some confirmation that the funds sent are actually received. The information can either be conveyed by a copy of the numbered letter or memorandum. And, of course, the branches receiving funds should watch this very closely also as sometimes remittances are delayed for quite some time.—See 22:53-56.

29. BRANCH ORDERS AND REQUISITIONS: Items to be purchased by another branch should be itemized on a Branch Order form (AB-3) that you send to headquarters. For items to be purchased locally costing US$1,000 or more, please submit a Requisition form (F-102), unless the branch has been advised otherwise. Always provide sufficient details in English so we will know just what you want, why you feel it is needed, and the price. Specify whether the cost is per item or a total per line. On Branch Orders, be sure to provide complete shipping instructions.—See 22:29.

30. MONTHLY FIELD SERVICE REPORT (S-81): This report should be carefully checked for accuracy before being sent. The figures for the Monthly Field Service Report as well as for *Our Kingdom Ministry* are taken from the compilation of the Congregation Reports (S-1), Special Pioneer Reports (S-212), Missionary Home Reports (A-24), and traveling overseers' Monthly Reports (S-301). All publishers are encouraged to report through a congregation if feasible. Isolated publishers and isolated pioneers can send in reports on the publisher's Field Service Report (S-4), marking it to show it is from an "isolated publisher" or "isolated pioneer."

31. The figure for the "Public by Mail" column on the Monthly Field Service Report (S-81) you will get from your correspondence clerk. When small literature orders from strangers are made out, the clerk should keep a record month by month of books, booklets, and magazines sent out in this manner, when it appears that the correspondence comes from strangers. Of course if it is clear that the order is from a brother or sister, no such notation would be made because the publisher will report through the congregation. All advertisement coupons that are sent in would usually be listed as public by mail. Once a month the correspondence clerk will turn over to the one compiling the Monthly Field Service Report these totals of literature orders sent out to the public.

32. Special pioneers or missionaries who report less than 70 hours a month may be counted as regular pioneers, or as publishers if their time in service is less than 50 hours. This includes missionaries on leave. It is found that in the United States the number who are not counted as special pioneers in any one month is about the same as the number on the infirm list. In other countries where some special pioneers may be involved in translation work or missionaries may be taking much leave of absence or vacation time, their reports may be handled in the same way, as far as their field service is concerned. Regular and auxiliary pioneers would all be counted as regular or auxiliary pioneers, if reported as such, even if their hours are low.

33. The figure shown for "Congregations registered" should be the total currently registered, not the number reporting. In **reporting the number baptized** you should report only those baptized within the country, not those baptized in some other country. Thus if any persons from one country go to another country to a convention and are baptized there, that country reports the baptism total. The country from which they came will not make a separate report, as we do not want a duplication of figures. So each country will report its total baptisms within the country regardless of where the candidates came from.

34. Under "Remarks" we appreciate your comments about new peaks in publishers or other highlights of the work or trends in the field. Any remarks that would help us get a better picture of the field or that would be of interest are appreciated. Many branches show convention attendances and the number baptized. Memorial attendance figures and the number of partakers are to be shown for the current and previous years. You should never ask questions under "Remarks" as these should be written separately in a letter. Your Monthly Field Service Report (S-81) is a record of what took place in the field in your country during the month.

35. A separate field report should be submitted for each country under the direction of your branch. There is no need to hold up the reports waiting for the last few reports as these can be included in the report for the following month.

36. The Monthly Field Service Report will probably be the last report that you are able to prepare for mailing. It is helpful if all of the reports for the month are sent in together, not later than the 20th of the following month.

37. In some countries where the mail service is very bad, there may be many **late reports** from congregations for a month. These are **added on to the next month's report,** so that we get a true picture of the work done in the country for the year. Be sure any peak shown does not include reports in excess of the total number of congregations for that month.

38. POSTING: The special pioneer, missionary, and circuit and district overseer reports are tabulated and the individual reports are recorded by computer.—See 17:42.

39. The Congregation Reports (S-1) are not posted. They are kept for a month or two and then thrown out, but first the branch will want to be sure that they have received a report from each congregation. Reports S-212 and S-301, the same as missionary home reports, are kept for seven years after posting since they show money requests.

40. BRANCH MONTHLY FINANCIAL PACKAGE: An Excel spreadsheet has been prepared to help branches compile their monthly financial information. One spreadsheet should be prepared each month for each different corporation or association or country office that you are using and for which you are responsible. All financial activity of the branch and all funds held by the branch should be included in this monthly report. Foreign currency holdings and transactions should be combined into the appropriate report. Wherever possible, the activity associated with operating Kingdom Halls and Assembly Halls should not be included in this report. However, if legal requirements make it necessary or practical to do so, please contact the Publishing Committee for further direction. Please send the entire spreadsheet(s) to the Publishing Committee via CompuServe by the 20th of the following month.

41. The Monthly Financial Package for cash basis branches has six worksheets labeled: (1) Information, (2) Cash, (3) Supplemental, (4) Investments, (5) Construction, and (6) Accruals. Branches using the accrual basis of accounting will use five worksheets labeled: (1) Information, (2) Accrual, (3) Supplemental, (4) Investments, and (5) Construction. The first two worksheets are needed to complete the A-13 and Special Funds Report (A-46) and should be filled out every month. The “Supplemental” worksheet can be used to explain any significant or unusual transaction that occurs in any general ledger account. (See also 16:12.) The “Investments” worksheet should be filled out any month that the branch has more than the equivalent of US$1,000,000 of cash on hand. Other branches may do so if they wish. The “Construction” worksheet provides information that is needed whenever a branch is involved in a construction project that will be reported to Brooklyn on the Project Financial Report (AO-8). The “Accruals” worksheet is needed to complete the Balance Sheet (A-44) and Operating Statement (A-45) for branches using the cash-basis of accounting. This only needs to be completed once a year at the end of August.

42. Once this information has been entered, please check the reports for completeness and accuracy. When completed, this spreadsheet will contain a Branch Monthly Report of Receipts and Disbursements (A-13) and Branch Special Funds Report (A-46) along with supplemental information. These reports are based on cash transactions and will not include any other activity. Whenever you fill out the accrual information, the spreadsheet will also prepare a Branch Balance Sheet (A-44) and Branch Operating Statement (A-45). These two reports will include all activity, both cash and non-cash, and so will provide a complete picture of the standing of the accounts in the branch. Please write if you need any assistance in completing the spreadsheet.

43. As a reminder, these reports have been designed for internal use by the branch. Whenever you provide financial reports to the local authorities or others outside the organization, the statements will probably have to be adapted to conform to your local legal requirements.

44. If the rate of exchange in your country changes during the month then show the new official rate. You do not have to worry about minor fluctuations during the month, but just use the rate that you have at the end of the month for figuring the entire report. This would customarily be the "official rate." If you feel that the market rate is more accurate than the "official" rate in representing the true value of the dollar, then you may consult the Publishing Committee about computing your figures on that basis. Otherwise, always use the "official" rate.

45. HOME REPORT: One copy of a Home Report (A-24) is sent to the branch office each month for each missionary home. They should be checked very carefully for accuracy and then be retained in the branch files. If the Branch Committee coordinator wishes to make any comments to the home servant regarding the need for further explanation of large expenses or other questions he may have, then he should write to the home servant about such questions.

46. The home servant or the Branch Committee coordinator should mark at the bottom of the Home Report any **vacation and leave-of-absence dates** pertaining to the missionaries, showing the date of departure and also the date of return for regular vacation time with separate dates for leave-of-absence time. In this way the branch can keep its records straight and we also know what the missionaries are doing and when they are in their assignments.

47. The Branch Committee should be interested in the well-being of the missionaries and how they are doing in reaching their missionary goals as well as any health problems that may confront them. They should want to help them make a success of the work. If a missionary does not meet his goal of hours it would be appropriate for him to make a notation at the bottom of the Home Report as to the reason.

48. THOSE WITH MISSIONARY STATUS NOT IN MISSIONARY HOMES: It is not necessary to get reports on the field activity of Gilead graduates who may be in the regular or auxiliary pioneer service for an annual Home Report. However, you may have some persons in the country with missionary status who are not in missionary homes. They may be in the circuit or district work, special pioneer service, or Bethel service. You will need to receive monthly reports of field activity of such brothers for the year to send in the annual Home Report. Annual reports will not be required for those with missionary status serving in Australia, the British Isles, Canada, branches in Western Europe and the United States except for those in missionary homes.

49. You may have some living in a home with missionary status basis who have not gone through Gilead School. Their report of field activity should also be shown so we know who is in each home and what they are accomplishing when we receive the annual Home Report. The monthly Home Report goes to the branch office. The home servant should be sure to fill in the portion of the report that asks for the number of extra persons who can be conveniently accommodated in the home, also other details requested on the form.

50. SEMI-ANNUAL REPORT ON MISSIONARY HOME LOCATIONS AND PERSONNEL: Each branch having missionary personnel should submit a plain sheet headed *Semi-Annual Report on Missionary Home Locations and Personnel.* This should be sent each year on June 1 and December 1. For each home please list the following: city where home is located; complete street address; complete mailing address; phone contact (if any); name of home servant; names of all in the home, indicating if with missionary status, special pioneers, or circuit overseers. Also please include a list of missionaries located at the branch office. Be sure to show the name of the branch and the month and year of the report.

51. LITERATURE INVENTORY: Each branch should send in a monthly inventory of literature unless the branch is under the warehouse arrangement and its stock is minimal. A complete inventory of all stock on hand should be sent in monthly by all branches if it is convenient to do this electronically. If not, you should send a monthly inventory listing either one or two languages if you use a large quantity of a second language in your country. For February you should send in a complete inventory of all stock on hand using forms AB-1, AB-2 and AB-2b if you are not sending the information in the electronic format. A monthly Literature Inventory may be filled out by the branches to record the movement of literature in August and any adjustments necessary due to the actual count of literature.—See 12:11.

52. PRODUCTION REPORT: This is not a printed form. You can use a plain sheet of paper to type up the information for this form. Not all branches reproduce material, but those that do should send in a monthly report of the number of bound books, booklets, magazines they print each month. Please list each publication as well as each different magazine and the quantity completed and delivered to the shipping or mailing departments. We need the quantity and the date of the issue with production figures for *The Watchtower* and *Awake!* listed separately. Show total figures for books, booklets, *The Watchtower, Awake!,* and the grand total. The per-item production cost for literature need be shown only on the annual production report.

53. Any Bibles, concordances, and so forth, purchased locally should also be listed on this report. Show separate entries for audiocassettes, videocassettes, compact disks (CDs), and digital video disks (DVDs) produced locally, but do not include these in your printing total.

54. It is helpful to us if printing branches will list *Our Kingdom Ministry* by language, showing the quantity sent to each country using the language that is being printed, as well as the total quantity for the language, as this helps us keep tabs on the size of the language groups in various countries for which you print *Our Kingdom Ministry.*

55. Only one copy of the monthly Production Report need be sent with other monthly reports.

Chapter 16

Annual Reports

1. ANNUAL WRITE-UP: This write-up should be sent before the other annual reports, being sent to Brooklyn electronically if possible **by August 1.** It should be no more than two or three pages typed double-spaced. First give one or two of the highlights of the year, the outstanding events or developments as you see them, and then just one or two outstanding experiences that may have come to hand during the year may be related briefly against the background of the country. Try to make these experiences really live by giving them local color, quoting if possible the words actually used by those involved, at the same time keeping them fairly short and to the point. This material is helpful to us in preparing the *Yearbook* report, and the outstanding experiences may also be used later during the year by the Writing Department.

2. On the heading of the write-up be sure to show the branch or the country you are writing about as well as the year on which you are reporting. Branches handling several territories do not need to give a separate write-up on each territory if just a few publishers are involved. But we do want write-ups on major countries and any outstanding experiences from throughout your territories. Please be sure to send in this write-up electronically by August 1 ahead of the other annual reports.

3. Do not put anything in these write-ups that you would not like to have printed or that you feel might cause problems for the work in your country if it were printed. Any such matters that you want to inform us about should be covered in separate correspondence by letter, not in a write-up that we might use for publication. This annual write-up should contain new material, not something you have already submitted for *The Watchtower* or *Awake!* for publication. Please do not ask questions in your write-up as they may be overlooked. Any questions should be put in a separate letter and preferably not in the letter transmitting the annual reports. In this way they will be given earlier attention. Your annual report should have a numbered transmittal letter with it so we can check to see if we have received everything itemized.

4. ANNUAL REPORT FORMS: These should be sent to Brooklyn no later than September 20, as any delay in getting these reports results in delay in preparing the *Yearbook* material by the Governing Body.

5. All of your annual reports should be prepared in duplicate. The originals should be sent to the Governing Body electronically by September 20, or earlier if convenient. The branch will keep the second copy for its files.

6. ANNUAL FIELD SERVICE REPORT: The field service report for twelve months ending August 31 is made out on the S-81 form. Just cross out the word "Monthly" and put above it "Annual." This report will have the total of 12 months of field activity. If any of the reports are not for the 12 months of the service year, please indicate the months included in the report.

7. When the report is made out at the end of the service year, the line for publishers should be used to show the **average** number of special pioneers, regular pioneers, auxiliary pioneers and congregation **publishers for the year** and the total average number of all preaching for the year. Report **average Bible studies** also. Any reports for less than 12 months can be divided by the number of months reported. Remember that special pioneer, regular pioneer, auxiliary pioneer, congregation publishers and total publishers must be divided by the same number of months even though some columns may not have the same number of monthly reports. At least one publisher must be shown if a report was received during the year even if the average is less than one half, and the other figures must be adjusted if necessary to add up to the correct total average publisher figure.

8. Under the headings for average hours, magazines, return visits and Bible studies, show monthly averages, not yearly averages, and show only one decimal place for each figure. For example, divide the total pioneers for 12 months into the total pioneer hours for the 12 months and then you will get an accurate average for hours. Do not divide the average pioneers per month into the average hours per month. To get your averages of total Bible studies for the year divide total Bible studies for the year by the total publishers for the year in the respective columns. Do not divide average Bible studies by the average publisher figure.

9. All of the other field service figures on the form should be the totals for the 12 months, or the number of months of the service year for which reports were received for the country on which you are reporting.

10. When preparing all annual reports for the year, please specify only the service year being reported on rather than showing two partial calendar years covered by the service year. You are making out the report at the end of August so show the current year, not the previous year. On the upper part of your Annual Field Service Report (S-81), just under the entry for "All-time peak," show the population for the country and the **ratio of publishers to population** using your peak publisher figure for the current service year to calculate this. The "All-time peak" figure shown should not be just the highest figure for the service year.

11. Under "Remarks" **on the annual report** please **list the following information** showing the figures for the current service year with a separate column of figures for the previous service year: (1) total congregations in the country at the end of the year, (2) total circuits, (3) total districts in the country, (4) peak total publishers and the month of the peak. Also show (5) the peak and the month for special pioneers, (6) regular pioneers, (7) auxiliary pioneers, (8) combined peak for regular and auxiliary pioneers, (9) peak congregation publishers during the year, and (10) average auxiliary pioneers. Show (11) the total immersed during the whole service year, (12) Memorial attendance and (13) the number of partakers. Show (14) the percentage of publisher increase based on average publishers, not peaks, (15) the number of persons disfellowshipped during the year, (16) the number of persons reinstated during the year, (17) the total currently disfellowshipped, (18) total aided to learn to read and write, and the number of months covered in the report if it is not a full year, showing these figures for the current service year and the previous service year, so we will have the necessary information for comparison.

12. ANNUAL FINANCIAL REPORTS: When completing the Branch Monthly Financial Report for August each year, you should include a list of all branch accounts receivable. Along with any other supplementary information you might provide for that month's activity, please list each branch separately in the "Supplemental" worksheet for August, showing the name of the branch and the corresponding balance. Simply repeat the general ledger account number as often as needed to list all of the branches for which you are carrying a balance. Also, if you are not recording donations of materials, equipment, vehicles, or buildings in your books, please provide the Publishing Committee with a breakdown of the total amounts donated during the previous fiscal year by the respective asset and/or expense account.

13. Along with the regular monthly financial reports, the Branch Committee should review a copy of the Branch Balance Sheet (A-44) and Branch Operating Statement (A-45) at the end of August each year. These reports are automatically prepared by the Branch Monthly Financial Package and can be printed once all of the accrual entries have been made. The Branch Committee may wish to review these reports more frequently. If so, simply update the accrual information in the package before printing these reports.

14. At the end of July each year, the Annual Estimate of Branch Receipts and Disbursements should be completed. A template in the form of a spreadsheet will be sent to all branches in June. Please use this form to return your estimate and adhere closely to any instructions that are provided. The estimate should be mailed to the Publishing Committee along with the regular July reports by the 20th of August each year.

15. Some branches hold property and/or undertake local activities as a branch or in the name of a foreign corporation, such as Watch Tower Bible and Tract Society of Pennsylvania or International Bible Students Association. Wherever this is the case, the branch office where the society or association is legally incorporated should clarify what, if any, additional reporting requirements there might be to meet legal requirements in their respective countries. Copies of any of such correspondence should always be provided to the Publishing Committee.

16. ANNUAL HOME REPORT: The A-24 Home Report should be used for sending in annual reports on missionary homes. The Home Report should show money on hand at the first of the previous September, the receipts and disbursements for the whole year and the balance on hand at the end of August. The beginning figure must coincide with the amount of money on hand the start of the previous September or whenever the home started and the concluding figure must coincide with the final balance on hand from the August Home Report. It will be the responsibility of the branch in charge of the missionary home to check the figures that come on the annual report and make any corrections necessary, advising the home servant of the changes. This would also be true of any petty cash or other fund allocated by the branch. If the home was not in operation for twelve months, the home servant will total up the report for missionaries during the time the home was open and up through August, the close of the service year, stating at the bottom of the report what months were included. At the bottom of the Home Report the home servant will show in U.S. dollars the **average cost of a meal per person** and the **average monthly cost per missionary.**

17. Either on the bottom or the back of the annual Home Report the home servant should show the **dates covering vacation time** with separate dates covering **leave time** for any time taken by the missionaries during the year.

18. The figure shown for Bible studies should be an average monthly figure for the individual, to one decimal place.

19. If a missionary serves in more than one home in the country during the year, then his annual field service report would appear in part on two reports. However, we prefer to have the combined report. So when the reports come in from the two homes the Branch Committee coordinator can strike through the report of field activity for the missionary on the home that he moved out of as well as the new home which shows a partial report. Then put a new line on the report for the home where the missionary is now located showing the total report for the entire year.

20. If a missionary transfers from one home to another during the year or leaves missionary service, this should be noted on the bottom of the monthly report as well as on the annual report and even if a person is gone by the end of the service year, we would like to have his service totals shown on the annual Home Report up to the time he terminated his service. Also show the date he left missionary service.

21. On the annual report the total numbers of publishers and pioneers reporting in the congregation(s) with which the missionaries are associated is requested as well as the figure for the same month last year. These should be the figures for the latest month available.

22. An annual report of field service for all persons with missionary status including those who are not in missionary homes should also be tabulated from the monthly reports except for Australia, the British Isles, Canada, branches in Western Europe and the United States and submitted on a Home Report form (A-24). It should include information on the number of years in foreign service and the number brought to the point of dedication and publishing. All those with missionary status still in special full-time service, not including regular or auxiliary pioneers, should be listed with their field totals for the year, including Bethel family members who have missionary status.—See 15:48.

23. On the top right of the annual Home Report please show the population of the city in which the home is located, the number of publishers in the city, and the ratio of publishers to population.

24. DISTRIBUTION REPORT: At the close of the service year fill out the Distribution Report on forms AB-9 and AB-9b. They are based on your monthly stock inventory forms (AB-2). During the year following, please use this Distribution Report to watch movement of stock and to avoid over-ordering literature. The "Bal. on Hand" figures on Distribution Report forms AB-9 and AB-9b should reflect the actual count of literature and other items listed. The Distribution Report is not required from branches under the warehouse arrangement with minimal stocks of literature. However, if there are items of literature in stock in excess of what will be needed for one year it would be appropriate for the branch to submit the annual Distribution Report for such items with a copy to the warehouse branch. Also consider any special campaign thought appropriate to move out such excess stock whether it is at the branch or in the congregations.

25. ANNUAL PRODUCTION REPORT: At the end of the year total the monthly production reports, showing the total number of bound books, the total number of booklets, not distinguishing titles or languages; and the total number of magazines for *The Watchtower* and *Awake!* for each language. Also be sure to list any Bibles or concordances that are purchased from outside firms for branch distribution. Please list as separate figures audiocassettes and videocassettes produced locally by your branch as well as CDs. These figures should not be included with your printing totals.

26. On your annual production report please show the current per-item production cost in U.S. currency for any books, booklets, magazines, audiocassettes, videocassettes, and CDs produced locally.

27. VOLUNTEER LISTINGS: We need **separate listings of volunteers** as follows: (1) Bethel elders, (2) complete listing of Bethel family volunteers, (3) circuit and district overseers, listing also their wives if married, (4) international servants, (5) Kingdom Hall construction servants. Show volunteers serving as of August 31.

28. These listings should be formatted for printing on 8-1/2 by 11-inch sheets of paper.

29. On each listing set out the full name of each individual. After the name show in columns: volunteer number, date of birth, baptism date, male or female, single or married, anointed or other sheep, total number of years in full-time service, and specifically show the present service assignment in the branch.

30. Please list the individuals in alphabetical order. Show the date and branch name at the top of each page. In order to have a complete listing of the worldwide Bethel family, please show all those approved by the Personnel Committee to be Bethel family members, including those serving at a translation center or Country Committee office. The name of the country should be listed in the heading for those serving away from the branch office.

31. The listings for circuit and district overseers should show each group separately, but on the same page.

32. ANNUAL BRANCH REPORT OF ACTIVITIES AND FINANCIAL STATUS (A-3): On this form you will fill in the information requested from the various annual reports you have made up. It is the same information that is asked for on the yearly report form (A-1), so for further information on how to fill it in, please see the remarks which follow.

33. It is good to look over your A-1 form and if there are any details that have been changed on that form then it would be helpful to note these under "Remarks" on the A-3 form, so that we can keep our copy in Brooklyn up to date and accurate with the same information you show on your copy. For any countries where the work is under ban or where it is inadvisable for us to publicize the work, under "Remarks" please type "Inadvisable to publish figures. Please list in 'Other Countries' section of the chart."

34. YEARLY REPORT (A-1): After the annual reports have been acknowledged and found to be in order, the figures that appear on the A-3 form should be accurately posted on your A-1 form. The A-1 form is the most complete single record of branch activity and should be kept neat and clean and should be available for zone overseers who come to serve your branch. The Branch Committee should take an interest in developments as shown on this report, and the coordinator will do well to consult it periodically in his work, as it contains helpful information regarding the growth of the work. Both sides of the form should be kept up-to-date.

35. Under the heading, "Printing Done Commercially or By Branch" (A-3), include material printed by commercial firms for the branch such as books and magazines as well as items such as Bibles and concordances whether used locally or shipped to other branches.

36. On the A-1 form for "All Other Printing" show the total of cassettes and CDs as shown on the A-3 form.

37. Since some adjustments have been made on the A-3 form, the columns on your A-1 form should be made to coincide with the A-3 forms, so that all of the figures will be shown.

38. COST OF LIVING CHART (A-40): Each branch is provided with a Cost of Living Chart for countries under its jurisdiction. There is no need to fill out the Cost of Living Chart for small countries where there are no special pioneers as the Chart is used to give some gauge as to the need for reimbursements. Each year in June the branch will fill in the requested information on its copy of the chart.

39. Then whenever suggestions are made for **changing reimbursements** for special full-time servants, this Chart can be consulted to see how much the cost of living has actually increased. If there seems to be some need to adjust the reimbursements during the year, and there has been a considerable increase, branches should submit updated figures with the request for comparison with the June figures previously submitted on the Cost of Living form.

Chapter 17

Pioneers

1. Jehovah's Witnesses who are accepted for pioneer work should be good congregation publishers before ever being put on the pioneer list. A pioneer should be a respectable person, modest and clean in body and spirit, one who uses the spirit of a sound mind and manifests the fruitage of God's spirit in speech and conduct. He should be able to give a good presentation of the truth in the field service. **Pioneer service is an honored privilege,** and those who serve as pioneers should be diligent workers and should have a fine reputation in all respects. It is important that the special, regular and auxiliary pioneer ranks not be built up with just numbers, but, rather, with persons who have God's spirit and the spirit of a sound mind.

2. THE PIONEER'S ROLE: When someone is appointed as a regular pioneer, special pioneer or missionary, **it does not put him in a higher position** than one who is a congregation publisher. He should cooperate closely with the local body of elders and should also appreciate the importance of showing active concern for others in the congregation. He should be grateful that he can arrange his personal affairs to be in the full-time service, but there is no reason for him to have a high-minded or superior attitude.

3. If a pioneer is appointed to serve as an elder or a ministerial servant, it would be done only because of the recommendation on the part of the local body of elders and the circuit overseer that he meets all of the Scriptural qualifications.

4. PIONEER REQUIREMENTS: It is expected that regular pioneers will devote an average of 70 hours a month to field service with a total of 840 hours for an entire year. Those who enroll at a time other than at the beginning of the service year are required to report a share of the 840 hours proportionate to the number of months they served in the service year; 700 hours if they served ten months, etc. Pioneers who are regular Bethel commuters have a reduced requirement of 780 hours per year. This will allow time for a vacation and to care for personal needs.

5. Pioneers should be workers and they are expected to accomplish things in the field. Their chief interest should be the Kingdom-witnessing and disciple-making work, being able to use the Bible effectively at the doors, making return visits on those who show interest, starting and conducting home Bible studies, helping people to learn the truth and getting them into the congregational arrangement. Those who lack such ability or experience should be encouraged to serve as auxiliary pioneers for a few months in order to qualify prior to taking up regular pioneer service.

6. PROCEDURE FOR ENROLLING PIONEERS: All information called for on the Application for Regular Pioneer Service (S-205) should be supplied. If necessary, a slip (S-215) is sent asking for missing information. The applicants should meet the requirements outlined in the publications of the organization.

7. The applicant's field service averages for the last six months should be carefully considered. If only a few hours are averaged per month and the activity is otherwise quite limited, the application should be rejected. If the applicant is highly recommended, however, and there are extenuating circumstances, exceptions can be made. If there is no basis for making an exception, a letter should be sent to the congregation service committee along with the application form, giving the reason why the application is rejected and recommending the auxiliary pioneer service for the applicant for four to six months in order to give him opportunity to build up his field activity and otherwise qualify for the regular pioneer service.

8. If the elders do not feel that a person qualifies to serve as a regular pioneer, they can discuss matters with him, letting him know what he needs to work on for improvement so as to qualify in the future. In such a case, the application would not be sent to the branch.

9. Persons who have been reproved and put under any **restrictions by a judicial committee** would not qualify for pioneer service privileges until a minimum of one year has passed since the reproof and all restrictions have been removed. A person who was disfellowshipped previously would not be considered for any pioneer service until a minimum of one year after reinstatement and after all restrictions following reinstatement are lifted. Persons previously removed from the pioneer list due to judicial action will be considered for enrollment only after a period of at least one year from the date of their removal.

10. If the Application for Regular Pioneer Service is approved, make out an appointment letter (S-202) and an envelope. (Note: After each operation has been completed in connection with handling an application, the symbol for such operation should be checked off on the application in the box "For Office Use Only.")

11. The appointment letter (S-202) and the letter of introduction (S-236) are sent to the congregation along with a copy of the annual encouragement letter (S-221a) if any remain in stock. Also, a blank Application for Regular Pioneer Service (S-205) should be included.

12. The Application for Regular Pioneer Service will become the office record for the new pioneer. A Volunteer Card (S-217) will not be made for regular or auxiliary pioneers. If there are any previous applications in the inactive file for the applicant, they should stay in the inactive file. If the pioneer records are kept in a computer, the application should be filed numerically according to the Pioneer Identification Number (PIN). The new application should have some indication that there was previous full-time service. After the new appointment letter has been mailed to the congregation, if the applicant pioneered before, his full-time service history should be compiled and entered in the computer. Whenever a regular pioneer leaves full-time service, the discontinuation date should be entered in the computer to the right of the appointment date. Any **correspondence** carried on with regular pioneers can be filed in the office file of the congregation to which the pioneer is assigned or filed alphabetically in a separate file.

13. Whenever a person is transferred to the special pioneer, circuit or district work, or goes to Bethel or Gilead, if a Volunteer Card (S-217) is not in the file, one should be filled out. Any previous full-time service seniority should be entered in the lower left-hand section of the Volunteer Card in addition to the date of entry into special full-time service. When the individual leaves special full-time service, show the date and reason on the lower right-hand section of the Volunteer Card.

14. When a regular pioneer transfers to another congregation, the secretary should send the pioneer's appointment letter (S–202) to the new congregation along with a letter of introduction and his Congregation's Publisher Record cards. The secretary of the new congregation should then fill out the "CHANGE OF CONGREGATION" section of the pioneer's appointment letter and submit it to the branch. After we have adjusted our records, a revised appointment letter will be sent to the new congregation. If the pioneer moves to another country, the appointment letter should be returned to the branch with a letter of explanation.

15. A pioneer assigned to work isolated territory receives an Isolated Territory Assignment (S-63). Only one regular pioneer would be given a certain isolated territory assignment. If more than one pioneer will be working in the same isolated assignment, the other pioneers are assigned by a written letter from the office to work with the one holding the territory. The one holding the territory is responsible to make the necessary reports to the office on the progress being made in the assignment.

16. PIONEER CHECKUP: Once a year, generally at the beginning of the service year, **a checkup** to review their field service activity for the service year just ended **is made by the bodies of elders on all regular pioneers.** If any pioneers have fallen considerably below the pioneer requirement, the elders should meet with such pioneers to see if improvements can be made, or if their removal should be recommended. If after talking with the pioneer it is determined that the problem is of a temporary nature, matters need not be taken beyond the giving of encouragement and helpful suggestions. Should the elders decide that the problem is not of short duration and repeated efforts have been made to help the pioneer with little success, they should kindly explain to the pioneer that he is being recommended for deletion. The elders will return the Pioneer Appointment Letter (S–202) to the branch, giving the date and reason for the pioneer's deletion. If the circuit overseer will be visiting in a few weeks, the elders may decide to delay returning the S–202 form for his insight if the matter is complicated.

17. Credit should be given to pioneers who attended the Pioneer Service School or Kingdom Ministry School during the year or who were called in by the branch to do pre- or post-convention work. Pioneers who attended the Pioneer Service School will be given a credit of 40 hours. Pioneer elders who attended the Kingdom Ministry School will be given a credit of 10 hours. Those doing convention work are given credit to the extent that the total for the month (for hours in field service plus time spent in convention work) does not exceed the monthly requirement. Thus, if for a particular month 40 hours are reported in field service and 60 hours in pre- or post-convention work, only 30 of the hours spent in convention work would be credited toward meeting the 70-hour requirement for that month.

18. Each pioneer will receive a copy of the annual encouragement letter (S-221a). Congregations that have no pioneers should nevertheless be sent the S-201 letter to the body of elders, the S-221a letter, and the outline for the meeting that elders will conduct with the pioneers, so the elders will be alert to ways they can encourage pioneering.

19. Once a year, the appropriate number of letters (S-221a) is counted out for the total pioneers listed, along with one copy of this letter for the elders, an S-201 letter, and a copy of the outline. These letters may be sent in an envelope as a special mailing or included in the monthly congregation statement mail.

20. CERTIFICATE FOR PIONEER MINISTER: A person on the regular or special pioneer list for at least three months may be sent, on request only, a certificate stating that he is a pioneer minister if he has met or exceeded the pioneer requirements. If a person is not doing well in meeting the requirements, he will not be given a certificate. If a pioneer requests a certificate, he should clearly state why he is making the request. His letter should be signed by the service committee of his congregation and they should provide a record of his field service activity with their letter. Certificates are not issued merely because one serves as a regular or special pioneer. Rather, a certificate is issued only when there is a specific need for it. Certificates should be signed by the Branch Committee coordinator, or someone else having authority to do so. It may be notarized if required.

21. Auxiliary pioneers will not be sent a pioneer certificate. Such a certificate is available, only upon request and where the need exists, for regular and special pioneers or for circuit and district overseers. A Certificate for Ordained Minister may be requested, if it is needed for some good reason, for those who are ministerial servants or elders.

22. PROCEDURE FOR REMOVING PIONEERS: If a regular pioneer asks to be removed from the pioneer list, and you do not feel that unusual circumstances might make it advisable to encourage him to stay on the pioneer list, then his removal could be processed and he could reapply after six months. The application should be taken from the active file and the effective date of the deletion entered in the box marked "For Office Use Only." If the records are kept in a computer, the date and reason for discontinuing are entered and the application remains in the numerical file. The S-202 form can then be filed in the congregation temporary file. Some branches may find it more convenient to keep the S-202 forms alphabetically by month in a separate file for one year before discarding them. They may be kept longer if it is deemed necessary.

23. Generally the elders can announce such a deletion immediately. However, if the removal is initiated by the elders and the pioneer is not in agreement with his being deleted, a letter from the pioneer and one from the elders, explaining the situation, should accompany the S-202 form.

24. In such case an announcement should not be made to the congregation before the branch office has had an opportunity to review the matter. The elders and the pioneer should be informed of the final decision by the branch.

25. If a pioneer is being removed from the pioneer list because of improper conduct, incompetence for one reason or another, or has been reproved with restrictions of privileges applied by the judicial committee, this should also be briefly noted on the application. In some cases correspondence should be marked "DO NOT DESTROY" and then be preserved indefinitely. Where there is correspondence being retained in the files on an indefinite basis, this should be indicated on the application or Volunteer Card (S-217) with a notation "DND" (for "Do Not Destroy"). This notation will help in preventing undesirables from reentering the pioneer service if they move to another congregation that does not know their background, etc. Even though a person may qualify for pioneer service later on, it is good to have this information in the records.

26. Some lazy persons may take up pioneer work because they think people will then take care of them. Such type of people should be removed from the pioneer ranks. If an individual does not have a good recommendation, the body of elders, after talking with the pioneer and trying to help him but without results, should write a factual letter to the branch, recommending the pioneer's removal. The pioneer field is not a place for people trying to avoid work. The reason for arranging the pioneer service is to help people put in more time preaching the good news of the Kingdom.

27. INFIRM PIONEERS: Pioneers who have been exemplary and have served for at least 15 full years and who are over 50 years of age, but who are unable to meet the hour requirement because of infirmity, and who desire to remain on the list, may be permitted to do so if they make such a request and the elders give them a good recommendation. Those placed on the infirm pioneer list should be encouraged to do as much as they can in field service, even though they may not be able to meet the requirement of hours. The infirm arrangement is not a provision for an individual to take care of his sick relatives, do added secular work, etc. Rather, it is an arrangement that enables one who is advanced in years and/or with infirmities who is no longer able to meet the hour requirement to continue as a pioneer.

28. Elderly persons entering the pioneer service do not come under this infirm list. Some individuals enter the pioneer service when they are sixty or seventy years of age. If they do, they are expected to meet requirements or transfer to the publisher ranks. The infirm pioneer list is kept only for persons who have been pioneering for a good portion of their lives, at least 15 years. Just because a person is old is no reason to put him on the infirm list. If an older pioneer who develops health problems is willing to transfer to the publisher ranks, there is no need to encourage the individual to become an infirm pioneer. Rather, the infirm list is a provision only for those who desire to remain on the pioneer list, feeling they would be taking a backward step if they adjusted to the publisher ranks, or who have had a heartfelt desire to serve always as regular pioneers.

29. OBTAINING LITERATURE: All pioneers should get their literature supplies from the congregation with which they associate. Those who may be assigned to work in isolated territory as temporary special pioneers may request the literature they will need for that service through the congregation they are associated with even though they may want it delivered to another location for convenience in working the territory. Only one in the group should make arrangements for literature supplies to work the isolated territory. Literature that may remain after working the isolated territory may be returned to their home congregation or in some cases left with the congregation near the territory if it can be conveniently used by that congregation.

30. When the organization releases a new publication at a convention, branches should follow the letter dealing with such releases when it comes to distribution. The organization will also advise branches on ordering such publications.

31. FIELD SERVICE REPORTS FROM PIONEERS: Regular and auxiliary pioneers report their field service to the congregation on the S-4 form. If a pioneer has put in only a few hours in a particular month, he would still be counted as a pioneer publisher. (Certainly he should try to spend some time in service, otherwise he would become an irregular publisher.) He may make the time up later in the year so the report will average out. If sickness or other extenuating circumstances caused the shortage of hours and it would be hard to make up the time later, the body of elders may grant special consideration in such cases. An isolated pioneer in such circumstance may write directly to the branch. Isolated pioneers send their reports directly to the branch each month on the S-4 form. They show their name and the words "isolated pioneer" on the front of the form. They should retain a copy for their own file.

32. AUXILIARY PIONEERS: Branches should exhort publishers whose circumstances permit to share in auxiliary pioneer work. To build up this interest they can follow the articles in *Our Kingdom Ministry* as published in Brooklyn. The applications for auxiliary pioneer service (S-205b) should be submitted to the presiding overseer for approval by the congregation's service committee, and these applications are retained in the congregation file.

33. The requirements for auxiliary pioneer service are not as extensive as for regular pioneers, only 50 hours per month instead of 70.

34. SPECIAL PIONEERS: From pioneer ranks we usually find individuals who are willing to take up special pioneer assignments in isolated territories or assist congregations needing help. The Branch Committee should be keenly interested in opening up new territories in the branch territory. In selecting special pioneers, give preference to those who are capable of organizing small groups into congregations. Select pioneers whose reports prove that they are effective in developing interest and conducting productive Bible studies. A special pioneer does not have to be a highly educated individual, but he needs to have the fruits of the spirit, humility, determination, endurance and a good knowledge of the truth. He needs to be one who is convincing and can mix well with people. Under all circumstances he should be an exemplary disciple of Christ Jesus, not an odd person or a fanatic. If you have congregation publishers that meet the above requirements and they are willing to go wherever they are assigned as special pioneers, then they can be approached as to their availability.

35. If a branch has territory where there is one publisher for every 1,000 inhabitants, generally special pioneer help would not be needed. But there may be provinces or some towns that do not have that ratio. So we might consider special pioneers for a territory that has only one publisher for every 3,000 inhabitants or more, but generally not less than this, unless there are interested persons in some scattered sections that should be built up and trained by the special pioneer. Or, there may be congregations that are doing well in covering their territory but a well-qualified brother is needed as an elder and the need cannot be filled in any other way.

36. If your branch sees a need to add special pioneers to the list from time to time, you may send your request to the Service Committee and it will be considered with the Publishing Committee. Please state the number you wish to add when qualified ones become available and why additional special pioneers are needed.

37. Care should be exercised in appointing special pioneers. The primary purpose behind this arrangement is to add impetus to the preaching of the good news in areas where little is being done. Increasing economic pressures make it difficult for special pioneers to continue. Also, the rigorous schedule requires stamina and good health. In isolated areas, upbuilding association may be limited. Applicants should be encouraged to view themselves and their circumstances realistically. If good judgment confirms that they really are not in position to serve with joy and effectiveness, it would be better for them to stay in the regular pioneer service where they are free to adjust their activities according to their own circumstances. Of those that do apply, consideration can be given to those who have demonstrated a genuine interest in helping people, an ability to get results and a determination to stick with an assignment when things are difficult. It is best not to enroll individuals with limited ability, health problems, or those motivated by a spirit of adventure, or by the prospect of financial income.

38. Often special pioneers are assigned to work with congregations. Unless there are unusual circumstances, they will ordinarily be assigned in pairs. Jesus gave assignments to his disciples in this way. (Luke 10:1) There are definite advantages in having a close companion to work with. (Eccl. 4:9-12) For that reason, married couples often prove to be best suited for this type of assignment. In cases where sisters are assigned as partners or brothers are put together as a team, consideration should be given to the compatibility of their personalities, their age differences and backgrounds. If a conflict in personalities persists despite encouragement over a period of time, it would be better to reassign these individuals with other specials with whom they are more compatible.

39. ENROLLING SPECIAL PIONEERS: When one is recommended for special pioneer service by the elders of the congregation or the circuit overseer and reports on field activity obtained from the elders indicate he is qualified, he can be sent a letter explaining arrangements and requirements for special pioneers and a Questionnaire for Prospective Special Pioneer (S-208). Upon receipt, the questionnaire is carefully checked. If the individual is qualified but is not going to be given an assignment, he can be told that his application is being placed in the files to be considered along with others when openings occur in the future. When the individual is assigned to serve as a special pioneer, a personal letter is written, making the assignment. A copy of the assignment letter can be provided to the elders of the congregation he will be working with and also the circuit overseer. A file folder should be made and the copy of the assignment letter is placed in it. If it does not already exist, a Volunteer Card (S-217) should be made out, and a notation is made of the date of appointment as a special pioneer. A record should also be kept of their monthly field service.

40. Special pioneers and missionaries are required to put in 140 hours a month. Sisters who are 40 years of age or older have a requirement of 130 hours a month. If faithful in their service month by month, the individuals receive a reimbursement from the branch office. This reimbursement varies in different countries. The **reimbursement for each country is established by the Publishing Committee** of the Governing Body, based on recommendations submitted by the branches. (See 16:38, 39) Brothers on Service Desks dealing with special pioneers should get a listing of all in that service early in March and again at the close of the service year to see if they are really accomplishing the service to which they are assigned. If not, it may be appropriate to delete some unless they have been a long time in that service or are infirm, in which case special consideration might be shown. If some have more than two children and are not in a good position to support their families and accomplish the work they have been assigned, it often is appropriate to take them off the list so they can do justice to their family and support them appropriately.

41. In addition to the regular monthly reimbursement, special pioneers may request a travel and housing reimbursement if approved for your territory by the Publishing Committee. The housing reimbursement may be given to special pioneers according to the actual amount they pay for **housing and utilities** up to the maximum shown on the Record of Reimbursements form (A-29). Any exception for high-rent areas should be referred to the Publishing Committee. Special pioneers on approved emergency leave for more than a month may receive the regular and rent reimbursement due them if requested, also the travel reimbursement. Gilead graduate circuit overseers and missionaries taking leave of absence and vacation continue to receive their regular reimbursements.—See 8:25.

42. SPECIAL PIONEER REPORT: On receipt of the special pioneer reports (S-212), they are placed in alphabetical order according to the names of the individuals. Each report is carefully checked. Since the S-216 Pioneer Eight-Year Office Record form has been discontinued, branches that have the Branch Administration computer program can use the computer to keep this record. If a branch does not have this available, they may make up their own record system to keep track of vacation time, PEA credits, and so forth.–Note 7:32 in regard to keeping track of special pioneer field service activity.

43. SICKNESS: If for unavoidable reason a special pioneer fails to meet the hour requirement, he may request all or part of the reimbursement, stating the reason why he was unable to meet the hour requirement. The branch office can determine if a full or partial reimbursement should be sent in view of the circumstances.

44. Usually special pioneers who are ill, limited in field service due to storms, floods, and so forth, will be sent the reimbursement. A letter of encouragement may be sent. After posting the field service activity, the S-212 forms are filed by month and kept for seven years, or as long as required by the Statute of Limitations in your country.

45. Special pioneers who are ill will be given reimbursements and Personal Expense Account credits, even if the illness requires them to be out of their assignments, as long as they continue on the special pioneer list. If one is not well physically after six months of illness, he may have to leave the missionary or special pioneer work, particularly if he has not been in special service (Bethel, circuit and district, special pioneer and missionary) for a minimum of 15 years. The Branch Committee should consider each case. Those who have been in such special service for 15 years can be given more consideration as the individual circumstances may require and their hour requirement could probably be lowered if necessary. Personal Expense Accounts will be paid and the account closed if there is a break of more than three months in one's record of continuous service.—See 8:25; also 2:72, 79.

46. If a special pioneer consistently falls short of his requirements, just taking off from his assignment for no valid reason or if he takes time off to engage in secular work or other pursuits, it would be appropriate to write him about the matter. (See 17:40) Usually reimbursements and the PEA credits are given regardless of the time spent in the service month by month by special pioneers. Thus branches usually can determine the credits to be given by consulting their file showing when individuals were enrolled as special pioneers. However, if someone in special full-time service takes a month or more off to do secular work, the individual would not be entitled to receive his monthly reimbursement or PEA credit even if he or she is released from the vow of poverty during that period. Any questions on this can be determined by the Branch Committee or someone assigned by the committee to handle such matters.

47. CONTINUOUS SERVICE: Where an individual has had to break his record of continuous service, he will count up the **number of days that he was in full-time service** and count the total as a continuous service record no matter how long he was out of such service. The number of complete years of full-time service, as outlined above, will be counted toward vacations and the Personal Expense Account.—See also Bethel Family, 2:42-44.

48. PERSONAL EXPENSE ACCOUNT: At the beginning of each calendar year, the amount established by the Publishing Committee will be credited to the account of the person in special full-time service according to the number of years he has spent in full-time service. Time spent as a regular pioneer will count toward Personal Expense Account credits.—See 2:43, 44.

49. Personal expense account credits will be paid and the account closed if one leaves the list of those in special service for a period of more than three months.—See "Personal Expense Account," 2:72-80 for additional details, also Pioneers, 17:45-48.

50. VACATION ARRANGEMENTS FOR SPECIAL PIONEERS: All those who enter the special pioneer work are entitled to two weeks' vacation each year for the first two years of their full-time service. (A week here means any seven consecutive calendar days.) Following those first two years he will receive **extra days of vacation** which will be available to him after August 31 of each service year. For example, those who sometime during the service year complete two years in full-time service, including service in regular, special, or missionary service, will qualify for one extra day of vacation after August 31 of that service year. Those who pass the four-year mark sometime during the service year qualify for two extra days of vacation after August 31 of that service year. (A service year runs from September 1 through August 31 of the next calendar year.) This means that they will be credited for two days in addition to their regular two weeks' vacation as of September 1 of the new service year. The chart below sets out the information:

Full-time Service		Extra Vacation Days for Special Pioneers	
After	2 years	1	extra day
After	4 years	2	extra days
After	6 years	3	extra days
After	8 years	4	extra days
After	10 years	5	extra days
After	12 years	* 7	extra days
After	14 years	8	extra days
After	16 years	9	extra days
After	18 years	10	extra days
After	20 years	11	extra days
After	22 years	12	extra days
After	24 years	13	extra days
After	26 years	14	extra days
After	28 years	15	extra days
After	30 years	16	extra days
After	32 years	* 18	extra days
After	34 years	19	extra days
After	36 years	20	extra days

*** One extra day given**

51. There will be no additional accumulation of time after 36 years of full-time service. This means that the maximum of vacation time would be two weeks plus 20 days.

52. VACATION ARRANGEMENTS FOR MISSIONARIES: All those in missionary service are given two weeks of vacation time (14 days including Saturday and Sunday) each service year on September 1. Newly graduated Gilead missionaries are credited with two weeks of vacation time on the day of their graduation for the current service year. An additional six days of vacation time is given to missionaries over a period of twelve years. One extra vacation day is credited on September 1 for every two years of missionary service, making a total of 20 days of vacation. The following chart will show how such time is accumulated, one extra day for each two years of missionary service, credited September 1, each year:

Years in Missionary Service		Extra Vacation Days for Missionaries	
After	2 years	1	extra day
After	4 years	2	extra days
After	6 years	3	extra days
After	8 years	4	extra days
After	10 years	5	extra days
After	12 years	6	extra days

53. LEAVE OF ABSENCE FOR MISSIONARIES: In addition to vacation time missionaries also are granted two weeks or 14 days (including Saturdays and Sundays) for leave of absence. This time is credited to the missionary on the **anniversary date of entry into the country** to which the missionary is assigned. The leave of absence time may be used after three years of missionary service. After three years, the accrued leave of absence time may be used each year when credited. Combined with the vacation time, the full amount of time a missionary receives each year after twelve years in missionary service comes to 34 days (14 days of vacation + 6 extra days of vacation + 14 days of leave of absence). There is no further accumulation of vacation or leave of absence time for missionaries beyond the extra vacation time granted after 12 years in missionary service.—See 8:33.

54. In cases where an individual has been in and out of full-time service activities as a regular pioneer, special pioneer, missionary, circuit or district overseer or Bethel member, **the number of days he served in full-time service will be counted**. Auxiliary pioneer activity does not count.

55. FIRST INCOMPLETE SERVICE YEAR IN SPECIAL PIONEER SERVICE: When one first enters special pioneer service and has not previously been in full-time service which would qualify him for vacation, then he will receive a credit of one vacation day for each full calendar month that he or she has worked. Partial months which one has worked would not count for vacation time. For example, if someone started special pioneer work January 1, 2003, then after August 31, 2003, he would have eight days of vacation time available to use from the 2003 service year. On September 1, 2003, he would be credited with two weeks (14 days) of vacation time for the 2004 service year.

56. SCHEDULING MISSIONARY AND SPECIAL PIONEER VACATIONS: It is up to the missionaries and special pioneers to schedule their vacation time as they wish during the service year. Many find it advantageous to take their vacation time in connection with a convention or toward the end of the service year. However, it is up to each one to schedule his vacation as he wishes according to the time available during the service year.

57. Missionaries and special pioneers who take two weeks of vacation in one month are expected to report at least half the normal requirement of hours of field service. If one is eligible for additional days of vacation time, then when such days are used, whether in connection with the two weeks' vacation or otherwise, he will be allowed to deduct five hours of field service from his total field service time for the month for each vacation day used and still receive his reimbursement. Of course, missionaries and special pioneers who are eligible for four weeks of vacation and who take all of this time in one month will want to report some field service time so as to continue regular in field service. For a month when one takes some vacation time he should mention the dates of his vacation and the number of days used on the monthly report form under "remarks concerning report" or at the bottom of the form.

58. Missionaries and special pioneers will receive a number of **days off for the yearly district convention** (or international convention) in addition to their regular vacation. Five hours are allowed for each district or international convention day. Thus, if attending a four-day district convention, one would have to report only 120 hours to receive the reimbursement for that month. This time allowance for attending a district or international convention is granted in connection with only *one* convention a year. The time allowance does not apply to circuit assemblies. For the month when one attends a district or international convention, this should be stated on the report form for the month under "remarks concerning report."

59. From time to time there may be some personal matters that those who are special pioneers or missionaries may wish to attend to other than when they are on their vacation. In such a case they may leave their assignment for **one or two days without taking vacation time.** Of course, they would still need to meet the normal hour requirement. If more than two consecutive days are involved, then vacation time would need to be used. It is not the intention to add such days to regular vacation time, but they may be taken at times other than when one is on vacation.

60. EMERGENCIES: If there are extenuating circumstances or personal problems which make it necessary for one in the full-time service to be away from his assignment for more than the normal vacation time, including extra accumulated days under this new arrangement, it would be appropriate for him to correspond with the branch office for his country and explain the problem. If it is just a matter of a few more weeks that he would be away, or if he has had a serious surgical operation and needs a period of recovery, or a serious automobile accident has occurred, or some other problem, it would be good to set out in the letter to the branch what the situation is and how much extra time it appears will be needed.

61. In many cases it may be possible to work out some arrangement so that one will be able to continue in full-time service and still have some vacation time available to use later. On the other hand, if one would have to be away for many months, then it would be practical to terminate full-time service and make application again when the problem has been cleared up. Certainly it will not hurt to bring the problem to the attention of the branch office and in some instances arrangements might be made to allow one to continue on the full-time list until he is able to resume his assigned work. Each individual case will be considered separately according to the circumstances that exist at the time that an emergency occurs.

62. CIRCUIT AND DISTRICT OVERSEERS: Some who are in circuit or district work may wonder how they will work out vacation arrangements where a portion of a week may be involved. Where there are four days remaining in a week, a congregation could be scheduled for an abbreviated visit. Where less time is available, congregations may be visited that need some assistance or where there are problems, without considering it to be a regular visit, due to the shortness of time, unless arrangements are made to spend more than a week with the congregation. Circuit overseers may choose to visit a group of special pioneers or an isolated group in their circuit for the remainder of the week after they have taken their accumulated vacation time. If a congregation is not going to be served, it would be appropriate for those who are in the circuit work to notify the office well in advance as to what they feel should be done on those days for the advancement of the Kingdom work. If the branch office finds that there is a greater need in a different area than suggested by the visiting overseer, then the branch office will make some other suggestion. District overseers who will have extra vacation days for a part of a week should let the branch know, so that they may be assigned something to do for the balance of the week. They may be assigned by the office to serve a congregation for several days or to serve a circuit assembly on the weekend. Circuit and district overseers should report the number of working days used and the dates covered on the Monthly Report form (S-301).

63. It is helpful when circuit and district overseers take all or part of their vacation after completing post-convention work following the summer district conventions. However, it is not necessary that they take vacation time at this period. If they wish to return immediately to their usual schedule of serving congregations or assemblies, they may do so and take their vacation at some other time. It is helpful when circuit and district overseers take a minimum of one week of vacation time when scheduling their vacations.

64. It would be very much appreciated by the branch office if district overseers could advise the office three months or more in advance, about their vacation plans, so the office can properly schedule circuit assemblies for them.

65. SHARING VACATION TIME: Married persons may not have been in the service the same length of time. For example, one special pioneer or missionary may have more vacation time due than his mate. So a married person is permitted to share his vacation time with his mate if he wishes to do so. Thus, if the man has three weeks' vacation due him and his wife only two weeks, he may give his wife half of the third week and notification of this would be made to the branch. Additional days allowed under the vacation arrangement also may be shared in this way.

66. SAVING VACATION TIME: If someone wishes to carry over vacation time from one service year to the next and then use the available time to take a longer vacation, he may do so. Sometimes brothers have long trips they may want to take and when spending the funds to travel that distance they would like to have a longer vacation period. So one may save the accumulated time to use later.

67. INFIRM SPECIAL PIONEERS: Recommendations to put special pioneers on the infirm list who are 50 years of age or older, and who have spent 15 full years or more in full-time service, can be taken up with the Service Committee of the Governing Body. State all of the facts when you make your recommendation as to what should be done in the future in view of the many years spent in full-time service.

68. Those who have been approved for consideration as infirm special pioneers, and are now serving as such, may receive not only the regular reimbursements, but also may be given credits annually on the Personal Expense Accounts. Some of them may be receiving pension payments and not have need to withdraw funds from the Personal Expense Account, but in appreciation of their years of faithful service we wish to make this arrangement available to them for any time of need.

69. CIRCUIT OVERSEER VISITS: All special pioneers should be visited regularly by the circuit overseer. If they are in isolated assignments not connected with a congregation, a day or two or even a full week will be spent with them. Usually on the first visit of each service year the circuit overseer will submit to the branch office a Personal Qualifications Report (S-326) on each special pioneer. After other visits during that year, the circuit overseer should write a brief letter commenting on the overall activity and progress of each special pioneer whenever there is a need. The branch office will write a letter addressed to all special pioneers once a year to give encouragement and recommend objectives. Letters may be written to individual special pioneers as the need exists.—See 4:67,68.

70. TERRITORY COVERAGE: The circuit overseer should advise the branch office when special pioneers are no longer required in the territory. Also, he can submit recommendations in regard to where special pioneers are needed to get the work done. In assigning specials, the primary consideration is the making of disciples in territory where little has yet been accomplished. We are mainly interested in having them make known the good news in the territory rather than becoming overly involved in caring for congregational problems. Obviously, though, if a brother is an elder, his presence and activity will be an influence for good.

71. From time to time the branch office should analyze its territory to determine where the need is greatest. If there are certain areas that need more attention, it would be preferable to arrange for some nearby congregations to assume the responsibility for them, if possible. If, for some reason that is not practical, then regular pioneers and publishers interested in serving where the need is greater can be encouraged to move there. If necessary, temporary special pioneers can be enrolled periodically to care for territory needing attention, whether unassigned territory or territory not worked for more than a year that is assigned to a congregation. If this will not be sufficient to care for the need, then consideration can be given to assigning special pioneers there on a permanent basis.

72. In branches where the territory is well cared for and workers are plentiful, some of the more capable ones might consider moving to another country where their services could be put to good use.

73. TRANSFER TO REGULAR PIONEER SERVICE: If a special pioneer returns to the regular pioneer service due to economic factors or for personal reasons, his Volunteer Card (S-217) should be properly marked and placed in the inactive file. The S-205 form should be placed in the active file for regular pioneers. He will return his special pioneer supplies. The congregation will be notified of his appointment as a regular pioneer either by receiving a copy of the branch's letter to him or by some other written notice. If he leaves the regular pioneer service, then the same procedure is followed as outlined for removing regular pioneers.

74. TEMPORARY SPECIAL PIONEER SERVICE: (See 4:24.)

75. SPECIAL PIONEER MOVING EXPENSES: In reassigning special pioneers, we usually select a territory which is not too far distant from their previous location in order to avoid unnecessary expenses. In countries using various languages this usually has the benefit of keeping the special pioneer in the area where his accustomed language is used. If for some reason the Branch Committee feels it necessary to reassign a special pioneer to a location some distance away and he feels he cannot cover the expense of the transfer personally, he may request such assistance from the Branch Committee.

The Branch Committee may reimburse the special pioneer up to $200 depending on his needs if he makes that request. If the cost will be higher than that then the recommendation for reimbursement should be referred to the Publishing Committee.

76. YEARLY SUPPLIES TO SPECIAL PIONEERS: The branch sends directly to special pioneers at the beginning of the new service year thirteen special pioneer report and request forms (S-212) and thirteen service report envelopes. An initial supply of vacation and Personal Expense Account requisition forms is provided for special pioneers and traveling overseers at the time of appointment.

77. When the second copy of a vacation request form is returned to the individual showing the balance of vacation time still available, two blank copies of that form are mailed with it. When a Personal Expense Account check is sent, one blank request form is sent with it. Only if payment is in cash is it necessary to have the requisition signed on the "received" line. The individual is informed of the balance due him on this account when the annual credit is applied. Also, a statement may be sent when there is a withdrawal if the branch finds this convenient.

78. MEDICAL CARE AND EMERGENCY MEDICAL NEEDS: See 1:72-77.

Chapter 18

Printing (Production)

Note: Volunteers at branches not involved with printing are not required to read this chapter.

1. Approval for new publications will continue to originate at Brooklyn. Text for locally produced publications must first be submitted to the Writing Committee in English for approval. In addition, approval to translate literature and magazines is given by the Writing Committee.

2. The branch producing the item will receive approved Branch Orders from Brooklyn after the item has been listed on the Publications To Be Printed sheet. The total requested from the various branches plus what the printing branch may require, minus the stock on hand, would be the total quantity to print. This will allow the printing branches to print in foreign languages without having to send a requisition to Brooklyn and wait for a response before printing. Branches will ordinarily print what is needed for a one-year supply unless the run is very small and a two-year supply is needed to make it viable.

3. The many forms and letters printed at the United States branch are used because it saves time instead of repeatedly typing the same information. Many of these forms and letters will never be needed in quantity at small branches. When a congregation writes in, you can answer their question, and it may be that that question will be asked only once a year. You have sample copies of forms and you may use the information as it applies to your country when you reply. Therefore, there is no need for small branches to have as many printed forms and letters as larger ones.

4. Please keep in mind the cost involved in printing and mailing forms. First, they must be translated, composed, typeset, and printed. This takes time. It takes paper, which is expensive. So if we print a lot of forms and they are simply stocked on shelves in the branches and rarely used, this is not a wise use of funds. The principles regarding the ordering of forms are similar to those followed when a branch office orders literature or miscellaneous merchandise. If you have no great use for certain forms, there is no need to stock them. If your branch prints forms, you should **be conservative as to quantity.** Generally, it is good not to print more than a year's supply, as forms may be altered from time to time.

5. PRINTERY OPERATION: Things need to keep moving through the printery. Items should not bog down and be held until the last minute, but should be handled promptly so that the flow of work moves smoothly. As we go about the work, an eye should be kept on quality first, then the quantity.

6. Throughout the entire printery operation, appropriate ones who are responsible, qualified individuals should be appointed to ensure (1) planning and scheduling; (2) requisitioning necessary materials and supplies; (3) making out and distributing job orders; (4) following jobs through to completion; (5) keeping necessary records, files, and samples; and (6) working closely with the volunteers to know their abilities and to understand their problems.

7. Schedules need to be planned to keep the work in the printery in its proper order. Qualified brothers should be appointed to handle this scheduling work. In scheduling the work, prepare a written schedule for all the departments concerned, showing when the various operations on a particular book, magazine, *Our Kingdom Ministry,* and so forth, are due to begin in that department. With non-simultaneous magazines, **the schedules for each issue are prepared by working backward** from the day the magazines should go to the post office to allow sufficient time for them to reach the subscribers and congregations. Allow sufficient time for all operations in the printery, such as packaging, trimming, stitching, folding, printing, typesetting, proofreading, and set the date copy must be in the hands of the proofreaders. The amount of time to allow for these operations can be established from the previous six months' average of the time required for each operation. As needed, brothers should be assigned the responsibility to see that these schedules are adhered to by all so that the work can be done in good order and the publications reach the people at the right time. Those publishing magazines and *Our Kingdom Ministry* simultaneously with English should make workable schedules that take into consideration mailing times from Brooklyn and local shipping needs.

8. In order to have an efficient flow of work, the necessary **materials and supplies must be on hand.** A good way to check on all items of stock, such as paper, ink, field service forms, literature, and so forth, is to have a **monthly inventory** taken and posted as a progressive inventory. This inventory would show stock on hand plus that received and minus supplies used; then at the end of the month you will have a new balance on hand. This will assist in ordering because it will show the rate of movement and will prevent running out of stock of forms, literature, and necessary supplies or materials. Inventories should be very carefully checked when ordering stock so as not to get overstocked. Those designated should make out requisitions for supplies required to print books, booklets, magazines, and forms, such as paper, ink, glue, paste, and so forth, in sufficient time to keep all machines busy and the items in stock. When reprinting forms, always consult your "forms file" for latest changes in the form, if any.

9. The printing operation is detailed; therefore written instructions are essential for accuracy. A job number is assigned from a consecutive list of numbers. Appropriate information pertaining to that job should be retained in a permanent file, either electronically or in a **major file envelope** (F-108). The filed press order (F-104) from the previous printing should always be used as a guide to write up a reprinted item. Any problems experienced in the previous printing should have been marked on the press copy of the Job Order. Essential information such as paper size and weight, ink colors, and trim size will be shown. On first printings the information must be worked out by the one assigned who, after analyzing it, should consult similar jobs handled previously. Waste of time and material can be avoided if care is taken to get the most forms out of a given sheet with the least number of impressions on the press. The department job orders (F-104) should be proofread after typing and routed to each department handling the item. Text copy or artwork is first sent to proofreading before being processed for production. All questions should be answered before work is started on any printing item.

10. The brother designated must **follow a job through to completion.** He must be thorough and check regularly on the work under his supervision, and so should the Branch Committee coordinator. A responsible brother should make regular tours through the publishing section of the branch at least twice daily. Brothers should be designated as responsible for coordinating all activities between translators, proofreaders, printery, and shipping. All jobs should be followed through, making certain that things are done on time and correctly. Checks must be made with Invoicing and Shipping to see that forms and literature are kept in stock, that orders are not unnecessarily held up, and that all items and materials are on hand to fill orders quickly. This gives our brothers in the field good service. Responsible brothers must always be alert to look for things that may be wrong or that need attention or correction. Try to improve methods of handling the work so that it can be done well in the most convenient, efficient, and least expensive manner. Everyone in the printery operation should be educated to be concerned with quality control and waste reduction.

11. Records are kept by a central printery office to supply vital information to other departments. A file of job press printings should be kept up-to-date with one copy of the latest printing of each item. Pertinent information should be written on the forms, such as job number, quantity, date of printing, and the storage location of the printing flats. This information is vital for expediting reprints. A sample of each book and booklet printing should be filed with a library card (F-110) inside the cover, showing all the printing data.

12. An important responsibility in printery operation is to **work closely with the volunteers.** All overseers should always be very considerate of, and interested in, their brothers. They should regularly converse with them in an endeavor to learn their problems and then give them the required assistance. An overseer should not be a boss, lording it over the volunteers, but must exercise proper love as a servant. Then he will get good cooperation, which is essential for efficient functioning of the printery. He must be observant of the abilities of each brother or sister so that he will be better able to make recommendations to the printery overseer or Branch Committee concerning the assignment of volunteers.

13. In large branches the brothers with overall printery oversight will work mainly through the department overseers in assigning out the work and transmitting information and instructions. Problems relating to volunteers, their work habits, getting along with others, cooperation, job recommendations, and so forth, will usually be handled by the elder group responsible for such volunteers.

14. A big job in printery operation is planning, coordinating the various departments, and keeping things moving on schedule. Overseers should know the abilities of the different workers so that the brothers can be assigned from one job to another to get things done when they need to be done. Whenever possible there should be a back-up man for each job. Brothers with the responsibility of overall printery oversight should be servants to all departments, having an interest in production and quality printing.

15. HANDBILLS: Samples of handbills for congregations are sent to all branches from the United States branch office. On the back of the handbill an advertisement is printed. You do not need to print the same advertisement that appears on the sample. The United States branch first prints an advertisement on the back of our regular-size handbills and then stocks them. When we want to print handbills for a congregation to show the various meetings, we just take whatever backs we have, print on the reverse side, and send them out. What is printed on the back is not the important thing. The important thing is the front side of the handbill showing the schedule of congregation meetings. So if you print handbills, do not be concerned about matching certain backs with a certain front. If you do not have time to print the backs or it is too expensive, then just print the front of the handbills. The purpose of the handbill is to get people to the various meetings. The reason we have printed an advertisement on the back is to use it as a tract to give a message and invite people to order some literature if they are so inclined. We do not bill our costs for printing handbills. We charge this cost to advertising.

16. In printing handbills, try to make things as uniform as possible. By using the “Redefine” keys and “Submit” function on the MEPS system, the entry and proofreading of handbills can be expedited and much time saved.

17. Placards or window signs will no longer be printed by printing branches except by special permission. If there seems to be some real need or value in supplying them, they may be ordered from a printing branch on the

Handbill Request form (S-16). Manuscript copy for all the information desired on the placard or window sign should be typewritten and supplied along with the order form. The words “Placard” or “Window Sign Order” should be typed across the top of the Handbill Request form. Instead of showing the name of the congregation, the name of the circuit should be shown in the space provided. Placard and window sign orders should not be included on the same Handbill Request blank with handbills but should be placed on a separate Handbill Request blank (S-16).

18. MNEMONIC SYMBOLS: When a branch publishes literature in a language that is not assigned a mnemonic symbol, send a request to the Brooklyn office to assign a symbol for the publication. This is done so that there will be no repetition in symbols anywhere in the world. While we do not use symbols in sending orders between branches, we do use symbols when writing our local invoices and the same symbols should be used worldwide. The Brooklyn office controls symbols.

19. Symbols for new languages and publications printed in Brooklyn will be shown on the Publications to Be Printed sheet. Branches can watch for these and keep their records up-to-date. A listing is also found in the back of the *Watchtower Publications List.*

20. When making domestic invoices or orders where one principal language is spoken in a country, the branch can use the mnemonic symbols without the language symbol. For example, there is no need in Germany to put “X” after every item to indicate a German publication, or in Spanish countries to put “S” to indicate Spanish publications. If, however, such a country has an order for an English publication, the branch can use the symbol “E” to show the publication to be sent is English and not in the national language. Always show the language fully spelled out on Branch Orders.

21. When you have any forms printed or mimeographed, you should always show the form number in the lower left-hand corner, except for such items as letterheads, envelopes, postcards, and membership or similar certificates. There should never be two different forms bearing the same number. The mnemonic symbol for the language is shown following the form number when it is translated into another language. (Example: S-4-S 6/86) The date that is shown on the English form should be shown on the translation. Dates are changed when forms are revised in English, not when they are translated.

22. SAMPLES OF PRINTED FORMS AND PUBLICATIONS: All branches that do printing of magazines should send one sample copy to Watchtower Farms Magazine Department if the branch does not send a bulk supply. If a bulk supply is sent, the sample will be taken from the bulk supply. All branches printing books, booklets, brochures, and English editions of *Our Kingdom Ministry* should send one sample copy of each to the Brooklyn office. This is done <u>only</u> on the initial printing and <u>when major revisions are made, such as copy adjustments resulting in copyright date changes, format changes (i.e. hardcover to paperback), or changes in the cover artwork.</u> It is not necessary to send samples of printed forms or non-English editions of *Our Kingdom Ministry.* <u>Branches should also retain in their file a first-run sample copy or sample copy with major revisions of all printed or duplicated material</u>.

23. The United States branch office sends to all branches one copy of everything printed that we feel branches should have. When you receive these copies, read them through carefully, then put them in your form file. The Brooklyn office does not send all of its forms to you because some are used only within the <u>United States printery</u> or the Bethel home itself, or maybe for local conventions. We are selective in sending some forms only to larger branches that may have a need for them.

24. THE PRINTING OF FORMS: Small branches will find it expensive to have forms printed, and we suggest that such branches reproduce their needs, possibly by mimeograph. Generally, it will be impractical for the branch to have forms printed in quantities less than 500. Lesser amounts if needed may be reproduced locally.—See 18:4.

25. Branches may order English forms from Brooklyn as well as forms in other languages if we print them. Always write out the name of the form and the form number on the order blank. Never order less than 500 copies of a form if it is necessary for the form to be printed for you alone. If it is a stock item, there is no minimum quantity. We will not print forms in other languages unless we feel that they are needed by the branch ordering. Branches may use forms even though they have the Brooklyn office address on them instead of the branch address. Under such circumstances, you may add your local address under the Brooklyn address by neatly printing it with a rubber stamp or by typewriter. In many places it is most economical for the branches to have letterheads and forms printed locally due to the high import duties on forms. Where the branches know that forms are duty free, they can order from a printing branch, but check into these matters before ordering. When ordering letterheads, envelopes, or other forms from a printing branch, a copy or a sample of the previous form showing exactly the way the form is to appear should be attached to the Branch Order. This does not apply to stocked service forms or handbills but to forms to be printed that are unique to your country.

26. Even though some changes have been made in forms and you have old ones, continue to use the old forms until they are gone unless advised otherwise. Generally, changes are not major enough to throw away old forms. Before you run out of the old ones, order the new supplies to be used, allowing ample time to receive them.

27. When the Brooklyn office revises and prints an English form, no reprints of the old form will be made in any language, but the branch will use up its old supply. When a branch needs a new supply, it should revise the form to conform to the latest English form.

28. No branches are authorized to institute new forms of their own unless the Publishing Committee has been given reasons for it and approval has been received. When a new branch is opened, it is unwise to introduce many new forms to the publishers to use at once. Forms are not of key importance. The important thing is the preaching of the good news of the Kingdom, organizing the publishers into congregations, and helping them to be spiritually strong and active. Do not burden them down with a lot of book-work. It is only when there are many congregations that a number of forms are really needed. A good rule to follow is that the fewer forms you have to use, the better it is. The brothers should get accustomed to using the essential forms that have to do with reporting to the congregation and the congregation's reporting to the branch office. There are very few other forms that are needed in smaller branches. Some branches have used computers to generate forms. However, it is our recommendation that, to avoid extra work, branches should not electronically produce new or existing forms without prior approval. This is not intended to rule out necessary local production of charts or listings of material that may be needed in certain departments, but forms for general branch use should best be referred to Brooklyn with your recommendation.

29. PRINTING OF BOOKS AND BOOKLETS: Any branch that prints books or booklets should check carefully to be sure the quantity to be printed is appropriate based on the movement of such publications, including requests from other branches. It will be the responsibility of the printing branch to check carefully before making out the printing requisition.

30. When a Branch Committee approves a printing requisition, the approval also includes permission to purchase paper, cardboard, or anything else that goes into the making of that publication.

31. Branches should **keep accurate cost records** of all publications produced. In addition to production cost, you will need to add in the cost of freight, insurance, and duty. Insurance generally runs about 16 cents per one hundred dollars of value.—See Expenses, Chapter 19.

32. PUBLICATIONS TO BE PRINTED SHEET: Before printing any publication at Brooklyn or any other printing branch, it is good to have it listed on the Publications to Be Printed sheet some time before you plan to print it. If you have approval to print a publication locally, send a memorandum to the Brooklyn office requesting that it be listed on an upcoming Publications to Be Printed sheet. Be sure to allow sufficient time before an item is to be printed for it to appear on the sheet and for the branches to send in their orders. Then when the orders from various branches reach the printing branch, it can be determined just how many to print for other countries.

33. ART PROOFS, FILM, ETC.: When art proofs or film are sent to a printing branch, be sure that certified invoices, if required for customs purposes, are sent to the printing branch at the time the proofs or film are mailed. One or two copies of the certified invoice should be placed inside the parcel for customs purposes depending on local requirements. Additionally, two more copies of the certified invoice should be mailed immediately to the printing branch.

34. When furnishing such material for printing, be sure it is properly identified. Remember that persons working in printing branches do not necessarily understand your language. Therefore, you should be careful to make everything as foolproof as possible for the printing branch. It is important that a cover memorandum be sent along with the material being supplied to your printing branch. The information in this memorandum should do the following: (1) Clearly identify the job; (2) state the reason why the job is being supplied to the printing branch; (3) specifically state which version of art should be used (African, International, Oriental, etc.); and (4) include any other special instructions.

35. When sending film for magazines, be sure to **send a complete control document.** A control document can be a signed printed sample, a signed blue-line (Dylux) proof, or signed laser proofs or photocopies. Composed Postscript files of magazines sent via CompuServe can be sent without a control document.

36. When putting advertisements in a book or booklet, you should **never advertise publications that are not already in stock** in your language. It would be better to leave pages blank than to advertise publications that do not appear in the language in which the new publication appears. Dates as to when to expect to receive publications from your printing branch are only estimates. Delays often occur. Therefore, it is better to wait until you have the publication in hand before advertising it in another publication.

37. Due to postal regulations in the United States, we do not advertise *The Watchtower* and *Awake!* in books or booklets.

38. When receiving electronic files or film, we occasionally experience difficulty because not enough room has been allowed to insert a picture. Care is needed in following the layout of the English picture to allow sufficient spacing. It may be necessary to reword the text or change the font size or line spacing to ensure adequate space for the picture.

39. The organization has many four-color pictures in its books, brochures, and magazines. It will greatly complicate matters and result in increased expense if each individual language edition of these publications has its own layout with its own location of four-color pictures.

Therefore, before sending electronic files or negatives to your printing branch, please make sure that the text follows exactly the same page layout and location as the English edition. It is desirable that each printing branch keep on hand standard master flats of all four-color artwork and match these with the text in any given language. This will require that the color pictures for all languages editions of our magazines or other publications to be printed in four colors fall in exactly the same location on the same pages as in the English edition. This would include any tints that are part of the art and not produced on MEPS. This is becoming more important now that so many editions of our magazines, and also books, are published simultaneously.

40. If you are producing a **monthly or quarterly edition** of the magazines, please keep these points in mind concerning imposition: (1) If your printing branch will be printing your monthly or quarterly edition on a Harris/Hantscho press, four-color pictures will only remain as such if they are placed on a four-color page according to the Harris/Hantscho imposition. Otherwise, a black-only picture will be made. (2) An effort to keep pictures on the same odd/even side of the page as English will ensure that the magazine pictures have sufficient bleed to print properly.

41. PAGE AND TEXT-AREA SIZES: It is important to follow the English text-area sizes when preparing art proofs or film because they are based on machinery limitations and publication standardization. The standard page size in a regular-size hard cover book, Bible, or booklet is 4 1/2" x 6 1/2" (114.3 mm x 165.1 mm). Text-area size is 86.0 mm x 143.0 mm. For pocket-size hard cover books, page size is 4 1/8" x 6 1/4" (104.8 mm x 158.75 mm). Text-area size is 84.0 mm x 145.0 mm. Magazine-size book page size is 7" x 9" (177.8 mm x 228.6 mm). Text-area size is the same as the English publication. The paperback book page size is 4 3/8" x 6 1/4" (111.0 mm x 158.75 mm). Text-area size is 86.0 mm x 143.0 mm. If a set number of pages is established for a particular publication, you should adjust text composition and/or wording to fit your language translation into the allotted space.

42. In supplying electronic files or film to a printing branch that uses offset rotary presses, endeavor to keep your publications in 32-page units. Ten signatures make a book of 320 pages; twelve signatures, 384; and so forth. However, no publication should be supplied to the printing branch in sections. Instead the *entire* publication should be sent at the same time unless special permission has been granted by the printing branch.

43. Good quality should be maintained on any text or halftone film sent to the printing branch. There must be no wrinkles, creases, or tears in the film, nor stains or smudges that might show up when the materials are processed. On all text material it is very important that the density of blackness be consistent over the entire page and from page to page. This needs to be checked closely.

44. At times, **new artwork** is requested by a branch for a special article in a magazine, *Our Kingdom Ministry*, or other publication. Permission should be received for this from the Writing Committee *before* proceeding with any work. When permission is granted, the branch should prepare a new layout or adjust the existing layout. If desired, a request can be made, through a regular Branch Order, for Brooklyn to scan slides and send them to you on a CD.

45. We feel sure that overseers who are acquainted with printing to any extent at all will see the importance of having things right in the beginning, because if there is an error in proofs or film and that error is printed, then thousands of errors will be printed. If you have an edition of 100,000 of a publication, there are going to be 100,000 mistakes made. That is why it is so important that the text be correct. The Branch Committee coordinator should see to it that good copy or clean proofs are always provided. Then when the literature is printed, it will be something that the publishers of the whole country will be proud of and happy to have.

46. THE PRINTING OF MAGAZINES: Accuracy in **determining the printing quantity** is important to ensure having enough copies to fill orders while not having many left over, which would waste time and money. Therefore, printing quantities should be carefully determined based on the following figures: congregation magazine requests (regular requests, special requests on hand, and special requests anticipated for special issues), any subscriptions, waste during mailing operations, and a small amount for stock quantity (no more than 25-100 copies for most small languages).

47. At times there may be a **shortage of a particular issue**. To avoid the need for small reprints, some of the regular congregation magazine requests may be reduced in quantity if the shortage is noted during mailing. If an issue goes out of stock after all orders on hand are filled, it is not necessary to reprint the issue. Reprints may be made for a specially advertised issue or issues on which there are large quantities of late orders. On an offset rotary press, 2,000-3,000 is generally the minimum quantity that would warrant a reprint.

48. In order to handle **leftover magazines due to small overruns,** after the main mailing of magazine requests is completed, take an inventory. Deduct the amount needed for stock. The remainder should be mailed out as soon as possible as "EXTRAS." Mail them to the congregations in your country or in a country that uses large quantities of that language. To accomplish the sending out of extras, follow through a consecutive list of congregations, sending about five percent of the amount of the regular magazine request to each congregation until the leftover quantity is exhausted. Indicate on the list where you leave off so that you can begin with the next congregation the next time you need to send out extras. When the end of the list is reached, start over from the beginning. On the label for these extras include the word "EXTRA" at the top so that the congregation will know why they are receiving these magazines. The congregation can distribute them in the same way as the regular congregation magazines. If this arrangement is new in your country, you may inform the congregations about it by means of *Our Kingdom Ministry.* The intent should be to hold such overruns to a minimum.

49. As to the **type of paper used for printing** *The Watchtower* and *Awake!,* this is determined by the Publishing Committee. New language editions of the magazines may be started on newsprint or a paper using a large percentage of ground-wood. If it is thought practical to print *The Watchtower* on a better quality paper than *Awake!,* your reasons and recommendations should be submitted to the Publishing Committee for consideration.

50. It is fully appreciated that many branches would like to have their magazines in two or more colors, but this is a matter to be decided by the Publishing Committee. There is no objection to your making recommendations and showing the Publishing Committee how it can be done and what costs will be involved. At all times we are anxious to improve the standard of the magazine and increase its circulation. If a Branch Committee believes color would help the distribution of magazines, the committee should make its recommendation.

51. It is desirable that *The Watchtower* and *Awake!* be available in various languages to as many people as possible. Our production and distribution costs include the cost of translation, paper, typesetting, and mailing. These expenses are covered by the voluntary donations of those receiving and appreciating this spiritual food. To provide small printings or new editions of the magazines, contributions are needed to keep making them available to the people since these magazines are being offered without charge.

52. MEPS SOFTWARE: Multilingual computer programs that provide text entry, composition, picture placement, research, corrections compare, typesetting, and other functions are provided to prepare publications. When updates to MEPS software are sent to the branches, it is best to install these as soon as it is practical. Having all the branches at more or less the same level of MEPS software makes maintenance and support tenable.

53. TEXT ENTRY: Translators generally enter their translation directly on a computer. After publications are translated, they must be checked and proofread before they are composed. When text is delivered for composition, it should be clean and press-ready. After composition, publications are proofread and checked to ensure that they are complete and contain all the information provided by the translators. These principles of production must be applied to all publications produced by the organization.

54. TRAINING AND MAINTENANCE: The complexity of the whole process of translation, proofreading, composition, and typesetting makes it vital to train thoroughly all personnel involved. It is also necessary to train backup personnel in the event of unexpected emergencies. When a computer system is installed, training is often provided. However, each branch must be conscious of their responsibility for ongoing training to get the maximum benefit from the computer equipment and to minimize waste due to personnel not knowing how to use the equipment.

55. MANUALS: Manuals are provided for both hardware and software. As improvements and updates are made to the computer systems, maintenance personnel should familiarize themselves with such adjustments. To operate properly, computers generally require a clean, air-conditioned environment free of dust and static electricity. Problems with the computers, hardware or software, must quickly be reported on the appropriate forms.

56. SECURITY: The Branch Committee is responsible to ensure that reasonable steps are taken to confine confidential material to the duly appointed personnel. The Branch Committee must have assurance that all confidential computer-readable information cannot be accessed by unauthorized parties. Also, proper arrangements must be in place to ensure that all active work is backed up in the event of equipment failure. Backup procedures should be performed at least on a daily basis.

57. NEW LANGUAGES: **Full computer support may not be necessary for a new language** if the Writing Committee determines that only a few tracts or a simple brochure will be printed in that language. However, if the Writing Committee gives approval to produce books, *The Watchtower*, or *Our Kingdom Ministry* in a new language, MEPS Programming will need specific information about the requirements of the new language. Keyboard layout, hyphenation rules, composition rules, typesetting requirements, and fonts are needed.

58. FONTS: "Fonts" refer to the groups of characters used by a language. MEPS Programming is responsible to provide full capability for the new language on the computer equipment that the branch uses. MEPS Programming collaborates with other departments to find suitable fonts and collect the necessary language information. The printing branch is informed so that training in the use of the computer system can be arranged and production schedules be prepared.

59. Branches will benefit from purchasing available fonts instead of drawing them. This can potentially save many years of drawing characters. Branches interested in new or updated fonts should contact MEPS Programming.

60. Fonts should be installed and used on a predetermined schedule worked out between the translation branch and the printing branch. Good communication between the translation branch, printing branch, and MEPS Programming is important to make sure that publications are typeset properly.

61. COOPERATION WITH PROOFREADING: It has been found advantageous to give proofreaders a brief course on MEPS operation so that they are acquainted with its capabilities. This helps measurably in communication between the two departments.

62. PREPARING PRINTING FLATS: After typesetting and preparing the negatives, the next step is to assemble the individual page negatives onto printing flats. Then offset plates are made.

63. OFFSET PRINTING AND PLATEMAKING: In offset printing, the negative is placed over an inexpensive lithographic plate and exposed to a bright light. The plate then becomes harder where the light shines through. With a chemical developer (supplied by the platemaker), we develop the plate. The developer makes the area where the letters have been exposed greasier, adding a coat of material where the image or type was on the negative.

64. Then the plate is put on the press. The press puts water on the plate first. The water does not stick on the greasy image area, but it does flow across the rest of the plate, wetting it. Then ink rollers come across the plate. The ink sticks only on the greasy areas and not where the water is. Then the plate comes in contact with a pliable yet firm rubber blanket that is especially prepared to accept the ink from the plate. The paper is pressed between the rubber blanket that now has the image in ink on it and a steel impression cylinder. The ink comes off the blanket onto the paper, and the form is printed.

65. The quality of printing depends basically upon (1) proper packing of both plate and blanket cylinders to get the right impression, (2) properly set ink and water rollers, and (3) ink and water adjustment. It is very essential to keep rollers in good condition. It is not economical to try to run rollers beyond the point of their expected life. The rollers should always be true round and have a good, tacky surface. The ink rollers should be washed down every night to avoid caking of ink. Sometimes the plate may need to be gummed up if the press has to sit idle awhile and then washed before starting to print again. The quality of printing is highly dependent, too, on correct ink distribution, which should be constantly watched and kept in adjustment.

66. Setoff, which is wet ink transferred from one sheet to another, is a constant hazard to printing where dryers are not used. It can easily be caused by too much ink and water being used or by the wrong type of ink for the particular paper being used. Setoff can also be caused by allowing the pile of printed sheets to stack too high. A third cause is the lifting up of the pile unevenly when you are inspecting during the time of printing and before the ink is dry. A fourth cause is the cutting of the material before it is sufficiently dried. All these steps should be watched carefully, because a well-arranged print job and a well-printed job can be ruined in the last stages with setoff.

67. Static electricity is another problem quite often found present around presses. One simple operation that is often very effective is to get a cord of copper tinsel and stretch it across the press so that the surface of the sheet will come in contact with the tinsel as it passes underneath it just before piling. The tinsel should be tied to metal parts of the press to act as a ground. On larger presses a “static eliminator” device may be required.

68. Good production of a press can be obtained by careful organization on the part of the pressman and a well-maintained machine that is operated at a proper speed. Organization includes having the work so well planned in the order of printing of the different jobs that it minimizes the amount of time a press is not running. Generally, the next job for the press should be readied in the stripping and platemaking areas while the previous job is running on the press. The cleanliness of the machine with proper lubrication is also essential to maintain a good quality of production.

69. INK: In acquiring ink it is not always the lowest-priced ink that turns out to be the cheapest ink. The way to determine the value of the ink is by figuring the number of impressions obtained per pound. Whenever you purchase ink, you should always consult with the ink-maker, submitting samples of paper so as to obtain ink suitable for the particular press and type of paper you will use. Some branches get their ink from Brooklyn where it is made in our Ink Room. There is no objection to branches buying ink locally if a good supplier can be found. Before ordering ink from Brooklyn, the cost of local ink should be taken into consideration.

70. If at any time you desire to obtain ink from Brooklyn, you should always send along a sample of the paper (8 1/2” x 11”) that the ink is to be used on; also tell us the type and speed of press on which you print.

71. OBTAINING MACHINERY: It is usually not worthwhile to acquire old or heavily worn machines, even free. It costs too much to make them work properly. Brand new machines are not always necessary, however. Used machines of recent manufacture are often as good, and much less expensive.

72. CARE OF MACHINERY: The best maintenance is preventive maintenance. It is more economical and practical to keep a machine well maintained than to let it be neglected and break down. This will be more expensive and cause greater delay. Therefore, regularly scheduled machine inspection should be followed.

73. Lubrication is the life of the machine. It is good from time to time to have a person with a good understanding of the machinery, possibly a plant mechanic, check over all the machines to make certain that all points are being lubricated. A most vital and essential part of the machine operation is proper lubrication, seeing that all the oil holes are kept clean so that oil gets to the proper place. It is better to oil a machine more frequently with a small amount of oil than with a large amount less frequently, as then a greater portion runs off the machine unused. This is wasteful and is not good for the machine, as it runs with less lubrication.

74. Cleanliness of the machine is very important. It gives increased life to the machine and results in a better quality of production. Eighty-five percent of all machine problems are caused by dirt. Therefore, the machines as well as the whole work area should be kept clean. To help ensure this, there are daily, weekly, monthly, and semiannual chores to be performed that should not be neglected under any circumstances. Negligence, particularly in the daily chores, can quickly ruin major parts of the machine. However, one rule that should always be followed is: **A machine should never be cleaned while it is in motion.** This is too dangerous, in that the cloth may get caught in the machine and result in injury to the operator of the machine.

75. It is too often thought that production comes by speed, but this is not the case. A machine should not run above a practical speed. **It is not speed that makes production; it is steadiness.** Therefore, if a machine is run at a practical speed, it will result in better quality as well as satisfactory production and a longer life for the machine and less strain on the operator.

76. SAFETY: We do not want to have anyone get hurt working around machinery; to prevent this requires effective safety measures. Any part of the machine that appears to be dangerous should have proper guards installed so that volunteers are protected. You should always **watch that all guards are used and in position.** Whenever a new person is assigned a machine, explain to him each section of the entire machine and caution him about any dangerous things to avoid. **All machine operators should be constantly cautioned as to the importance of safety.** In recent years governments have been requiring volunteers working in noisy areas or on loud presses and machinery to wear hearing protection, such as ear-plugs and ear-muffs. Also, steps to deaden or lessen the sound to acceptable levels must be taken. Branch Committees, <u>printery</u> overseers, and department overseers should become acquainted with what is required and see that some reasonable measures are taken to comply with such regulations for the good of all.–See 3:89.

77. UNUSED MACHINERY: If you have machinery that has not been used for some time but can be made to produce, do not dispose of it without getting permission from the Publishing Committee. It may be that it can be sent to another branch. If you have any machines not in use, inform the Publishing Committee in a separate memorandum when you send in your annual report.

Chapter 19

Expenses

1. **Any manufacturing plant needs to have a record of expenses** if it is to operate efficiently and provide information concerning the cost of items being produced. Therefore a cost accounting system needs to be set up in all printing branches to provide manufacturing and shipping costs on the books, booklets and magazines as well as other items of production. Such information not only **provides a check on efficiency** but is **needed to establish a manufacturing cost** required on shipping invoices and in determining the feasibility of having certain items printed by an outside firm where duty fees and shipping costs make it seem impractical to use our own facilities. How elaborate the accounting system needs to be is in most cases determined by the reports required by the branch organization as well as the extent of manufacturing being done. It should be a very simple matter to keep a record of costs where merely a small amount of job printing is involved. Certainly one should avoid spending a lot of time working up information that is not needed. Also it is good to avoid duplication of effort wherever possible. For instance, it may be that much of the information compiled in the treasurer's office at the branch can be utilized by the cost accountant in developing some of the costs needed. While bookkeeping as carried on in the treasurer's office needs to take into consideration all costs in order to balance out the books, cost accounting is concerned only with expenses that affect the manufacturing or other costs being developed.

2. **COSTS NOT CHARGEABLE TO PRODUCTION**: Every branch has operational expenses that are necessary in looking after the Kingdom interests, but only certain items contribute to manufacturing costs. Expenses that a branch would ordinarily have if printing was being done by an outside firm are not included in the cost of producing books, magazines or other literature. Following is a list of expenses that should not be included in the manufacturing costs or, at least, not charged directly.

3. **Bethel home expenses** consisting of reimbursements, meals, housing, furniture and illness, as well as repairs, rent, mortgages, dividends, taxes, light, heat and power for the portion of the branch building comprising the Bethel home, are charged to labor costs. Eventually a portion of these costs will get into the manufacturing cost through the labor rate (see labor costs) but none of these Bethel home expenses are to be charged directly to production.

4. **Branch overhead expenses** involving the various offices, service department, translation and proofreading of copy, correspondence, bookkeeping, invoicing and the handling of pioneers as well as the handling and expenses, including reimbursements, of circuit and district overseers, missionaries and special pioneers, are not charged to production.

5. **Cars and trucks** are not chargeable if the branch has conveyances for business purposes other than those used for manufacturing or shipping. Those used for various purposes may be prorated for cost accounting purposes.

6. **Conventions** and their expenses are not charged to production.

7. **Educational expenses** involved in maintaining schools at a branch such as the Kingdom Ministry or Pioneer Service Schools, special training given to missionaries learning a language, or instruction to circuit and district overseers, as well as motion picture films and slides would not be included in production costs.

8. **Legal expenses** involving estates or property other than that being used for manufacturing.

9. **Maintenance of outside property** or the sale thereof would not affect the cost of production.

10. **Shipping costs** involving the storage, packaging and shipping of literature and magazines.

11. **Other expenses** too may not be included in the cost of manufacturing a book or magazine, the reason being that if we had our literature printed outside by a local printer we would still have all of the above expenses. What we want to ascertain in our cost system is the exact cost of manufacturing the book, booklet or magazine as though the manufacturing or printing division were an outside concern.

12. **COSTS THAT ARE CHARGEABLE TO PRODUCTION**: The only branches that will have to set up a cost accounting system are those that manufacture books, booklets or magazines, or do considerable printing on a small scale, and then they would need to know what these things cost in order to make a comparison with outside printing. Therefore the items that are to go into production costs are as follows:

13. **Building:** Just that portion of the building that is used for manufacturing and storage of supplies for manufacturing would be charged to production. This would include depreciation, rent, taxes and maintenance costs to the <u>printery</u> building.

14. **Heat:** If one central heating system is used for the heating of the Bethel home, the office and the <u>printery</u>, then a percentage of the heat cost would be worked out for charging to the <u>printery</u>. The rest would go against the Bethel home and office.

15. **Ink** would include all inks, oils and dryers used in printing as well as any costs of manufacturing ink or distributing it to the presses.

16. **Labor costs** will include everything contributing directly or indirectly to the following: reimbursements, Per-

sonal Expense Account payments, home, meals and sickness. The totals of the above items contributing to the labor rate for the current month are added to the totals for the previous eleven months and the resultant total for the year is then divided by twelve to provide an average cost of labor for the month involved. The total cost of labor should then be divided by the number of persons working in the printery, the office and such schools as may be in operation at the branch. It will not include those who work in the kitchen or dining room in connection with meals, nor will it include housekeepers or others engaged in home maintenance. The above procedure will provide a labor rate per person for cost-accounting purposes and will be the same for each individual whether serving in the printery, the office or a school being operated by branch volunteers. However, only the labor cost of those who work in the printery and have to do either directly or indirectly with the manufacture of literature will be charged against production. The labor cost of all others falls against the nonprinting operations of the branch.

17. Light and Power: If the lights are on a separate meter from the rest of the power then the cost can be distributed in the same manner as shown in paragraph 14 with respect to heat. If there is not a separate meter then a survey will have to be made to determine the portion of the expense that applies to lights and the balance will then be charged to the various departments and/or machinery that utilize power.

18. Machinery and Equipment: Separate ledger accounts must be maintained for these in order to keep a record of the depreciation.

19. Maintenance: A record should be kept of all maintenance costs for machinery and equipment in the various departments. This would include maintenance supplies.

20. Stock: This has to do with materials such as paper supplies, cardboard, bogus, crash, stitching wire, or any other material that goes into the making of a book, booklet or magazine. It is part of the cost of production.

21. The details of the actual cost-accounting procedure will be supplied to printing branches on request to the Brooklyn office. Branches that do not do printing need not be concerned with this information.

22. Cost accounting can be simplified by developing an average cost for the production of all identical publications rather than individual costing. For example, since all pocket-size books of 192 pages use identical paper, endsheets and covers, and also use the same department-processing operations, one average cost can be developed for this type of publication instead of a separate cost for each of the production runs, titles, or languages. The same costing can be done for other books of the same size. Following this principle, if the same paper is used for both *The Watchtower* and *Awake!* magazines, then you can develop one average cost for both magazines. However, if different paper is used for each magazine, then you could develop one average cost for all *Watchtower* magazines and one average cost for all *Awake!* magazines.

Chapter 20

Program and Arrangements for Conventions, Circuit Assemblies, and Special Assembly Days

1. The Governing Body writes a letter to the branches each year setting out the program for the coming year, including information about convention plans. This letter directs whether you should have many district conventions, a national convention or an international convention. All branches will make arrangements according to the advice given in this annual letter.

2. PROGRAM: As to international, national or district conventions, the Teaching Committee makes up the program. Since district or national conventions in the United States are held before other branches hold theirs, the program arranged for the United States' conventions will be followed by the branches. However, each Branch Committee should know the condition of their country better than anyone else and they can also consult with the district and circuit overseers as to the material that may be most beneficial. There may be times when it is advisable to add or delete certain parts to fit the needs of the field. However, generally the material provided should be used since it has been prepared by the Teaching Committee for the world field. You should keep the Teaching Committee informed of any adjustments you plan in the program. Always be sure to arrange a program that will bring spiritual blessings to God's servants, and be sure that it is in good taste. The conventions should be practical and scheduled at a time of the year that will be best for the majority of the brothers to attend.

3. LOCATION OF CONVENTIONS: When national conventions are arranged, then one of the larger cities of the country should be selected. As for district conventions, be sure to have them in cities able to handle the crowd you expect. Over a period of time it is best to have conventions in as many different large cities as is possible and practical, for the sake of the witness that will be given.

4. EXPENSES: The branch will take care of the expenses and receive the contributions for national and district conventions. It should always be remembered that conventions are a real stimulus to the brothers and an encouragement to the interested persons, hence they should be well organized. If the convention runs smoothly due to good organization and loving oversight, the brothers will generally support it well. If some branches find it necessary to provide bottled water, a beverage, or some basic food items at district conventions, circuit assemblies, or special assembly days, this should be explained in writing to the Publishing and Teaching Committees with a recommendation on how to handle the costs. At all such gatherings it is appropriate to remind the brothers of their privilege to support the convention arrangements and the worldwide work by their donations.

5. PERSONNEL: The Branch should appoint a Convention Committee made up of the convention overseer, program overseer, and rooming overseer. These brothers should be elders, good organizers, and have adequate free time to devote to their assignments. If necessary a traveling overseer may be used. It is important for these brothers to be spiritual men who fully manifest the fruits of the spirit, even when under pressure. Usually members of the Convention Committee should also be alert, good businessmen, and capable of dealing with officials and to some extent with business concerns. After the Branch Committee approves and sends letters of appointment to each of these brothers, they will then function together as a committee of three to assign all other department heads as well as to oversee the overall convention operation.

6. CIRCUIT ASSEMBLIES AND SPECIAL ASSEMBLY DAYS: Each of these is arranged by the branch office once each year, according to the recommendations of the circuit overseers. Again the program may be adjusted according to the local needs of the brothers, but keep the Teaching Committee informed of any proposed changes. Small countries with only one circuit, or larger countries where publishers are very poor and cannot afford to attend three assemblies a year, may wish to organize just two assemblies each year, namely the circuit assembly and district convention. Whether this will be done is left to the judgment of the Branch Committee. In countries where restrictions make it impossible to hold district conventions or circuit assemblies, perhaps selected material can be presented to the brothers at their Kingdom Halls.

7. ACCIDENT PREVENTION AND SECURITY: When setting up and dismantling at conventions, transporting equipment or chairs, or groups of brothers, to and from the convention site**, give attention to safety**. Make sure that well-trained and responsible adults are selected in connection with any installation or use of potentially dangerous equipment, including electrical equipment. Keep in mind the danger of theft and vandalism. Assign alert brothers to keep watch over money and any valuable equipment at the convention site, such as sound equipment.

Chapter 21

News Service and Public Information

1. It is beneficial for the branch offices to establish good relations with the public news media wherever possible and practical.

2. GENERAL INFORMATION DESK: Branch Committees should be on the alert as to the possibilities of advancing the Kingdom message and its good news through newspapers, radio, television and magazines. While we have a **news service representative at all circuit assemblies,** it is good to have someone appointed by the Branch Committee and working in the branch office to handle general news service matters in case such needs arise at the branch. The overseer handling such a General Information Desk should be one who is capable, tactful, has a good mature knowledge of the truth and knows how to speak to strangers. He will be in contact with news representatives for circuit and district meetings as the need arises. Discernment should be used in deciding whether, or to what extent, inquiries should be answered, especially if a news representative is not known to the branch or may be antagonistic to our work.—Ps. 109:2, 3.

3. A good **news service overseer** should have available copies of the *Yearbook,* appropriate brochures, issues of *The Watchtower* and *Awake!,* or other items that have something outstanding to say about the organization so that people can get an overall picture of our work. A fact sheet with contact information for the local or branch news representative may be supplied. It is not very often that people call on the branch for information, but if a reporter for the news media is calling for a story, it is always good to turn the inquiry over to the same person who will be alert to the fact that he must be tactful and give out good and accurate information. The Teaching and Writing Committees have selected certain videos that are especially appropriate for public broadcast. This list will be updated from time to time. If a station is willing to broadcast one of our videos, be sure to review our public broadcasting guidelines with the station management. If they agree to adhere to the conditions outlined, a broadcast may be arranged and a copy of the video may be provided to the station. Occasionally **libraries or schools** get in touch with the branch and **ask for some literature** to be contributed to them. There is no objection to your sending a reasonable amount of this material free of charge. This may be charged off as advertising. If the brothers in the Bethel home know that a certain individual is the news service overseer for the branch, then they will not take it upon themselves to act as spokesmen when people call, but they will always refer such matters to the right individual.

4. A news service representative is selected for each circuit by the circuit overseer. A Circuit News Service Representative card (S-304) showing the name and address of this brother is then sent to the branch to update its file. This brother has the responsibility to cooperate closely with the circuit overseer, or as directed by the branch office, in promoting news service within the circuit. For district conventions a news overseer may be assigned by the Convention Committee. It is appropriate for these brothers to contact local media representatives to be sure they have basic information on our work and know who to contact if questions arise. The Teaching Committee provides a news kit to branches for use in connection with district, national, and international conventions.

5. In some countries we do not seek to publicize the work because local circumstances indicate the advisability of working quietly and not becoming too prominent. We must always use our good judgment in this regard. However, in some cases what might be misconstrued by the media can become a positive report if they are supplied appropriate information early on.

6. We will not ordinarily use any newspaper advertising for conventions unless it is free; nor do we customarily pay for radio or television time. However, if it seems advisable to pay to publicize our convention activities in your country in some way, the Branch Committee may submit a recommendation to the Teaching Committee. We can provide material that can be passed on in typed or mimeographed form as news releases.

7. OFFICE OF PUBLIC INFORMATION: The Office of Public Information in Brooklyn is established to help counteract the increasing use of the media to slander Jehovah's name and His organization. When the Governing Body or the Branch Committee deem it advisable to publicize accurate information and correct misconceptions and prejudices about us in our work, the Public Information Desk in a branch may handle the matter as assigned by the Branch Committee. Or, if the branch requests help, the Office of Public Information in Brooklyn may be assigned by the Chairman's Committee to assist by preparing a response to the media giving an accurate picture of our beliefs, activities, and intent.

8. PUBLIC INFORMATION DESK: Branches may find that occasional questions related to public information can be handled through normal communication from the Branch Committee to the Chairman's Committee. If it is apparent that there is an urgent need in your area for more to be done to correct misconceptions and prejudices about us and our work, the Branch Committee can make a request to the Chairman's Committee that a Public Information Desk be established in your branch. This may call for a brother to be assigned part time or full time to care for this work under the supervision of the Branch Committee. If more than one brother is needed, request can be made to the Chairman's Committee. To counteract misinformed or slanderous media attacks against us, this desk would provide the media with an accurate picture of our beliefs and activities. In this respect the work of a Public Information Desk is complementary to the work done by a General Information Desk, which provides general information concerning our work and also handles assembly- and convention-related news service matters under the supervision of the Teaching Committee as described in paragraphs 2-6. Be sure to include a complete explanation of the reason for the establishing of a Public Information Desk when making your recommendation.

9. If the Chairman's Committee approves establishing a Public Information Desk for your branch, the desk will work under the supervision of your Branch Committee. Therefore, in the same way that you send correspondence regarding this matter to the Chairman's Committee, responses to such correspondence will be sent to the Branch Committee.

10. As a general rule, we avoid controversy when it comes to minor misconceptions that appear in the media. However, if some in the media spread false information of a serious nature about Jehovah's organization, what can be done? The Branch Committee generally knows the situation in their country, and they will often be able to judge whether it would be wise to try to contact the media and counter the misinformation or to ignore the matter. There is "a time to speak and a time to keep silent." (See *The Watchtower* December 1, 1998, pages 17-18, paragraphs 15-18.) In a media-related emergency, such as the publication of a slander that could have repercussions on our preaching work in a certain part of the territory or perhaps may affect the work countrywide, the Branch Committee has the responsibility to handle the matter quickly. If deemed necessary, the Branch Committee may wish to communicate with the Chairman's Committee for suggestions and direction. (See 1:7.) If your branch has factual information that neighboring branches need to know, this can also be communicated to them directly with a copy to the Chairman's Committee if it is expected that problems will spill over due to media reports. The nearby branches may then determine what needs to be done, if anything. If slanderous or lying reports appear in the media, it may be appropriate that these be reviewed by your Legal Department, if you have one, or you may write to the Chairman's Committee for such assistance, and request further direction.

11. In many lands where the work is under sustained media attack, the branch may direct responsible brothers, such as circuit news representatives or city overseers, to visit news editors and others with appropriate information. By providing them something in print in our publications they have a source for reference and they may also wish to obtain information from our official website (www.jw-media.org). It is beneficial if there is available a flow of truthful information that news editors and concerned individuals may be able to obtain and thus know what our position is on vital issues that arise.

Chapter 22

Donations and Purchasing

1. All funds received by the branches should be carefully used for the advancement of the Kingdom interests. It is always good to count the cost and weigh the need carefully before recommending or authorizing any unusual expenditures. While the organization supplies the various branch offices the necessary funds for operational expenses, we depend on the Branch Committee to use these funds wisely. Additionally, you have the opportunity from time to time to **show the local publishers that they have a privilege to share in meeting local expenses**. Finally, every Branch Committee has a responsibility to keep accurate records so that all funds can be accounted for by government auditors or by visiting zone overseers.

2. VOLUNTARY CONTRIBUTIONS: **The Kingdom work is carried on by voluntary contributions,** and the brothers in your country are encouraged to have a share in making such voluntary contributions for the advancement of this work just as the brothers do in all other countries throughout the world. Just because a branch has been aided financially for many years does not mean that it must always continue that way. As a branch grows in publishers it should grow in financial strength and eventually be able to carry its own financial burdens. With the expansion of the work reaching the ends of the earth, **all branches have the privilege of carrying some share of the burden of expense.** This can be brought to the attention of the brothers at circuit assemblies and district and national conventions in a kind way without soliciting.

3. Voluntary contributions help support the cost of producing and shipping literature to branches and congregations. The organization ships literature and magazines to all the branches either as gifts or at established rates. Congregations receive it without charge. The branches should order only what is needed for field activity. Care should be exercised not to order excess amounts that will just have to be stored for long periods of time, so that funds that could be used in other features of the Kingdom work are not unnecessarily tied up in the form of printed literature.

4. GIFTS AND WILLS: Frequently persons who are Jehovah's Witnesses inquire about the proper procedure for making gifts to the worldwide work or making the branch the beneficiary of their will. The following paragraphs indicate various ways in which that can be done. Similar details can be found in the November 1st issues of *The Watchtower.*

5. Even though gifts are made during lifetime, it is good that every owner of property or money make a will. Persons desiring to make such a will should have such Last Will and Testament prepared by an attorney. It is good to inquire of the attorney if the person can legally give to the branch the bequest that he desires to give. If it is desired to give the entirety of the estate to the branch, it is appropriate to check with the attorney to see if such can be done under the laws of your country. If the branch is named as beneficiary, it would be good to send the local branch office the executed original will, for the branch to hold in safekeeping, if there is no objection to this. It is helpful in handling the probating of a will if the branch also has a list of names and addresses of all relatives and a general list of assets and where such property is located.

6. Donations of money may be made in the form of contributions payable to Watch Tower Bible and Tract Society of Pennsylvania, in the United States; or if from a donor located in a country outside the United States, then donations may be mailed to the branch office for that country and made payable to the local corporation. Every contribution should be accompanied by a brief letter stating that it is sent to the branch as a donation.

7. Property other than cash or money can also be donated to the branch during the lifetime of the giver, should that be desired. This would include jewelry, stocks, bonds, mortgages receivable, notes receivable and other such property or equipment from which the branch can eventually benefit. If a person wishes to donate such to the branch that person should write to the branch office concerning his wish and explain what the property consists of, and the branch can then reply informing the person if the gift can be accepted and giving information as to how to make the transfer to the branch.

8. Donations and gifts are acknowledged by the branch when they are received. In some countries such gifts are tax deductible. By making such contributions during his lifetime a donor is ensured that the gift is received by the branch and that his wishes are carried out.—See 5:17.

9. CONDITIONAL DONATIONS: It is possible for money to be given the branches under a special arrangement which provides that in case of personal need it **may be returned to the donor.** Conditional donations may be made in the name of more than one individual so that if one person dies the other may still receive the benefits, if needed. They may also be made by congregations and circuits. This arrangement is not made by all branches, but can be done where there is branch property or funds that would more than cover any conditional donations made to the local organization, so that there would be no problem in returning the funds at any time. If your branch is regularly receiving remittances from other branches to support the work locally, then it would most likely be inadvisable to institute the conditional donation arrangement.

10. In the case of **real estate** from which the owner wishes the branch to benefit, the owner may have the choice of either selling the property and donating whatever portion of the proceeds he/she wishes to the branch or simply transferring title to the property directly to the branch for Kingdom service. Local law needs to be ascertained which is most prudent. Taxes may be involved. If the person prefers to deed the real estate to the branch, it is important that the branch first be consulted before the step of deeding property is taken. Also, the branch should determine if the proposed gift of property poses any liability issues for the branch due to environmental concerns or titling problems. If it is the donor's wish for the branch to receive the real estate in the event of his death, then a provision can be made to this effect in his will. If your Branch Committee has any questions, you should feel free to write the Publishing Committee about such matters, giving all information.

11. INSURANCE: Occasionally persons desire the branch to be the beneficiary of their insurance policies and this can be arranged. If the branch or the Brooklyn office is named as beneficiary in an insurance policy we would like to be informed, depending on the named beneficiary.

12. SAVINGS BANK ACCOUNTS IN TRUST FOR THE BRANCH: Frequently persons have funds that they would like the branch to have in the event of death but on which they desire to earn interest and also which they wish to have available for personal needs that may arise. Some such persons put these accounts in their names, but the accounts are also "in trust for Watch Tower Bible and Tract Society of Pennsylvania," or the appropriate local corporation. Regulations regarding such trust accounts vary from place to place, so a person who is interested in such an arrangement should discuss it with his bank. If it is agreeable to the bank and in accordance with law, the one desiring to set up such an account may do so, naming the Society or the local corporation, whichever is appropriate. A letter should be written to the branch stating that the account has been set up and showing just how the title of the account appears, that is, the name of the depositor and the rest of the wording of the account, the name and address of the bank or association where the account is, and the number of the account.

13. BETHEL, MISSIONARY AND SPECIAL PIONEER EXPENSES: Large amounts of money are spent to support Bethel workers, missionaries and special pioneers with a view to expanding the Kingdom work. Often the local congregation publishers cannot cover this expense by local contributions and so funds are sent to many branches to help with such costs.

14. However, the Branch Committee should be careful to see that those who receive funds for expenses and have such privileges of service are deserving persons who are accomplishing something in the field. If you have persons on the list who are not accomplishing much in the way of preaching the good news and in bringing people to a knowledge of the truth, it may be better to remove them from that field and assign others. Compare their activity with that of others in similar territory. We do not want to be wasteful or spend funds for persons who are not whole-souled in accomplishing the work to which they are assigned.

15. The same principle applies to persons working at the Bethel home. We want dedicated, hard-working brothers and sisters to help with the work, not persons who may be disinterested or more concerned about material benefits than in the privilege of sharing in this spiritually-upbuilding work. We desire to really use those who are devoted to God and take seriously their commission as ministers. We want to support them in every way, whether at Bethel or in the field.

16. The Branch Committee should take a keen interest in helping new missionaries to adjust, so that they will feel "at home" and become effective in gathering in new ones. We fully appreciate that some missionaries are more successful than others and if a missionary is working hard at his field activity, then we are happy to have him in that service even though he may not be quite as effective as someone else.

17. In many places missionary homes are established and Kingdom Halls are provided for in these homes. The local congregation may meet there, and they should be informed that they may contribute something for the upkeep of the Kingdom Hall. Sometimes meetings are held in Bethel homes and a reasonable amount should be contributed for upkeep of the Kingdom Hall on the part of the brothers using it.

18. KINGDOM HALL CONSTRUCTION THROUGH REGIONAL BUILDING COMMITTEES: Many branches have established Regional Building Committees to care for their Kingdom Hall construction needs. Under the supervision of the Service Committee this arrangement functions in harmony with the "Memorandum for Regional Building Committees." Standard Kingdom Hall designs on CAD are used and modified as required. A Kingdom Hall Desk in the Service Department oversees the work of such committees and maintains a file on the schedules of each committee and what is accomplished in its territory. This desk processes appointments of Regional Building Committee members, evaluates loan applications, checks reports on completed Kingdom Hall projects and reviews reports from district overseers following their annual meeting with the Regional Building Committee(s) in their respective region. Each Regional Building Committee maintains a list of local volunteers and trains brothers with good potential for key assignments. As the need arises for additional committees, recommendations are made of qualified brothers who gain considerable experience in this field and new committees are formed.

19. KINGDOM HALL CONSTRUCTION IN LANDS WITH LIMITED RESOURCES: As specified by the Governing Body, in certain lands in Africa, Asia, Eastern Europe, and Latin America, there is an urgent need for help to build Kingdom Halls. In such places where assistance is requested, the Chairman's Committee assigns the Design/Build Department in Brooklyn to help establish a Kingdom Hall construction program. For the benefit of these particular branches direction is supplied in the "Kingdom Hall Construction Guidelines for Lands with Limited Resources." These guidelines are available to such branches for their review.

20. In such lands provision is made to establish a **Kingdom Hall Construction Desk** which cares for a variety of responsibilities. These include some or all of the following: The desk assists with the design of buildings, takes steps to meet all legal requirements for property ownership, obtains planning and construction approvals, develops construction schedules, and confirms that all materials are ordered and on site before construction is started. This desk also assigns approved Kingdom Hall construction servants and volunteers as well as arranges for their housing. If necessary, international servants are provided to assist in a training capacity. The Kingdom Hall Construction Desk works closely with the branch Service Department that is responsible for considering where Kingdom Halls are needed and their priority, accessibility, number of congregations expected to use the hall, and related circumstances, while the Kingdom Hall Construction Desk organizes and administers their construction.

21. KINGDOM HALL CONSTRUCTION GROUPS: In lands with limited resources these groups are formed and operate in line with the "Kingdom Hall Construction Guidelines." They are usually comprised of skilled long-term and short-term volunteers who are in a position to devote their full time to construction and are supplied with needed construction equipment and transport. A construction overseer and assistant are appointed to take the lead in each group. Local brothers with the potential for oversight are identified and provided with adequate training to oversee additional groups as the need arises. In some lands with limited resources Regional Building Committees were appointed but their functions were limited because of economic problems, a lack of personnel and resources, or for other reasons. Still they may fill a supporting role to construction groups by locating suitable property, obtaining permits, and assisting with construction projects as circumstances permit.

22. KINGDOM HALL FINANCING: The Governing Body is pleased to help congregations fund their Kingdom Hall construction projects, and the Branch Committee will have the responsibility of approving and monitoring this funding. It should be the goal of each branch to have a self-supporting Kingdom Hall Fund. Unless otherwise directed, no interest will be required on funding provided from the Kingdom Hall Fund. Congregations should be encouraged to contribute to the Kingdom Hall Fund as their circumstances permit, thus helping other congregations build suitable meeting places. The Branch Committee has the responsibility to see that the congregations follow through on any agreements they make to support the Kingdom Hall Fund. Records showing funds provided to the congregations should be kept in local currency. If significant change in currency valuation occurs in your country, you may feel some adjustment should be made, in which case you may write the Publishing Committee outlining your recommendation. If funds are needed from outside the branch, a letter of request should be submitted to the Publishing Committee showing the amount and date when funds are needed. (See 22:53, 54)

23. Before funding is provided for a Kingdom Hall, it is the responsibility of the Branch Committee to make sure that all of the necessary information regarding the project is reviewed and approved. The Branch Committee should be assured that the property selected is zoned properly and suitable for construction of a Kingdom Hall, that the congregation can obtain clear ownership of the property, that the entity taking title to the property is legally valid and current, and that the costs for the Kingdom Hall and its furnishings are modest and reasonable for the area.

24. If the congregation is not financially able to cover the cost of the project, the branch may still agree the project is appropriate and may buy the property and construct the Kingdom Hall with some exceptions. In such cases, the branch would assume responsibility for all legal and financial matters pertaining to the property and may hold title to it. Although available funds should not be the determining factor whether a congregation receives help to build a Kingdom Hall, the congregation should still be willing to contribute to the building costs as they are able and also to cover the maintenance and operating costs of the Kingdom Hall. Since property and construction costs vary widely depending on the country and location, branches should request approval of the Publishing Committee for land purchase and construction for any Kingdom Hall project with an estimated cost above US$200,000.

25. A meeting should be arranged with the elders of the congregation(s) involved and representatives of the branch Kingdom Hall Construction Desk or the Regional Building Committee, if they will be handling the matter. Information should be provided about the importance of properly evaluating the property whether it is donated or purchased. If the congregation is to own the property, it will be necessary to obtain an estimation of the cost of the project so that the congregation will be informed. If the congregation will be requesting funding from the Kingdom Hall Fund, they should determine how much they could realistically contribute month by month to help defray the costs in addition to supporting the maintenance of the Kingdom Hall. To assist the congregation(s) in preparing for a Kingdom Hall project, the branch may find it helpful to supply forms to provide direction and assist the congregation(s) in the approval process. Forms are available from Brooklyn to assist in evaluating the property, to explain what is involved in ownership of property, to encourage regular maintenance and safety checks, and to request financial assistance. These forms may be adapted for local use with Branch Committee approval if the circumstances warrant it. Before the branch releases funds for Kingdom Hall building, all of this information is to be thoroughly reviewed and approved.

26. KINGDOM HALL ASSISTANCE ARRANGEMENT (KHAA): This arrangement provides assistance in the event of property loss or liability claims against branches and congregations. Branches may write the Publishing Committee to request enrollment in the KHAA. Upon approval, branches will be provided with instructions to set up and administer the KHAA for their branch and its congregations. The suggested contribution for each congregation can be adjusted locally according to branch discretion. Contributions to the arrangement are used to pay for losses whenever they may occur. Although availability of funds should not be the determining factor whether a congregation is included in the KHAA, each congregation should contribute what it can.

27. ASSEMBLY HALLS: Branches may request assistance in connection with Assembly Hall construction. Since the construction of Assembly Halls involves a considerable expenditure of funds from the local brothers or from the branch's funds, the Publishing and Service Committees desire to be informed of any plans to build Assembly Halls with basic information as to location, proposed size, seating capacity, initial estimate of cost, and how many weekends it would be used each year.

28. BETHEL HOME EXPENSES: At times brothers working in a Bethel home or printery are careless, not realizing the expense involved when things are broken. If some brothers are careless or indifferent in such matters, it is good to speak to them about it so they realize what is involved. The cost of everything is increasing these days, and the brothers are not always aware of how expensive things can be. Sometimes some individuals put much food on their plates and then do not eat it. This is wasteful and can be expensive in the long run when many brothers are involved. At times they may leave lights burning when they leave their offices, the bathroom or their own room. It is appropriate to talk to brothers in a kindly way to avoid such waste.

29. PURCHASE AUTHORIZATION: Purchases involving the regular daily operation of a branch as well as requisitions for items up to U.S. $1,000 are approved by the Branch Committee unless the branch has been given other authorization. However, requests for any purchase involving the acquiring of property, enlargement of branch buildings, obtaining additional machinery, including computers, buying of vehicles or any other major purchases for the home or printery should be submitted to the Publishing Committee for approval. (The same is true of disposal of property, machinery, etc.) Provide complete and specific information relative to the equipment you intend to purchase, including the cost of the equipment and the reasons why you need such equipment. If anything is purchased at a sale without prior authorization, which might occur on rare occasions, please give similar details. Any brochures or illustrations of the item can be very helpful, especially if the description is provided in English. If you have any equipment you can trade in, find out what you can get for it and show this on the requisition too, so that the net cost can be ascertained by the Publishing Committee.

30. No agreement, either implied or written, should be made with any prospective supplier unless prior authorization has been obtained as outlined above, although it is usually good to obtain several proposals from sellers which can be submitted along with the requisition requesting permission to purchase. Even though a supplier offers an attractive limited-time discount, no contract should be entered without proper authorization.

31. BUYING WISELY: The one who buys goods or services should remember that he is spending funds provided for the Kingdom work, and therefore he should be desirous of obtaining full value for the money that is spent. Often an item which can be obtained at a cheap price will actually end up costing more in the long run due to excessive waste, short lifespan, frequent time- or production-consuming breakdowns, unavailability of parts, etc. One might be tempted to stock up on something like paper, because the price is going up, but before doing so consider **how much interest will be lost** on the money tied up in the stock. Inventories of all supplies should be kept reasonably low.

32. When **choosing suppliers** you should look for those who are well established and will back up their products. Usually this means the items will cost somewhat more, but the extra cost is well worth the investment. Generally it is best to stay with a reliable supplier and not be switching from one to another. Because they can depend on your business, they may be able to effect savings in their purchases which they will pass along in the nature of discounts. And in the event of shortages they will usually give preferential treatment to valued customers who cooperate with them and pay their bills on time. Though it is good to check with other suppliers from time to time in order to check the prices of your present suppliers, it is well to bear in mind that some merchants will artificially lower prices in order to wean away a prospective client from his competitor. Later he will raise his prices again. Generally your present supplier will work out an agreeable price with you if he knows that his price is too high. For the most part it is usually best to keep prices and suppliers as proprietary information and not reveal them to competitors.

33. Because of the increasing number of incidents of receipt of **damaged goods,** poor quality, substitutes or wrong merchandise, it is necessary to keep very complete records and to follow through with the supplier immediately once the problem has been ascertained. Delays may prove to be costly. This requires the cooperation of those in the branch who take delivery of the goods as well as those who will be using them. No attempt should be made to use the merchandise unless and until an agreement has been worked out with the supplier. It is best to have this in writing. Obviously, it may be necessary to withhold complete payment until the matter has been satisfactorily resolved. Some suppliers give a discount if bills are paid promptly. This should be carefully watched to qualify for such discounts. In a year's time much money can be saved by taking such discounts.

34. It is good to acquaint businessmen with the nature of our work. Many prove to be quite favorable and even extend courtesies that assist us in our activities. Help them to appreciate the scope of the work and give them literature if appropriate. Always be courteous and respectful even if they prove to be persistent. A time may come when we could use their services.

35. PURCHASE AND STORAGE OF PAPER: You will want to **keep records of the kind of paper used and the quantity** as it will help in ordering supplies for the next year. The production report may be helpful in this regard, showing the exact quantity of books, booklets, or magazines that are printed. You can usually get a better price by ordering paper in large quantities or on a yearly contract. On the other hand you should consider the amount of interest you will lose because your money is tied up in paper or other items. If the price is going up, it may be advantageous to increase your stock; otherwise keep your inventory at a reasonable level to avoid possible deterioration and unnecessarily tying up your funds in inventory.

36. While we must anticipate our printing for the coming year, we always want to work with facts and go on past records. If over the past three or four years we have had a 10 percent increase in the amount of paper that was used and we have another increase this year, then we might anticipate a 5 or 10 percent increase in supplies needed. **Contracts should be made flexible** if possible so that we can buy more or less than our contract calls for. We never want to be overstocked with large supplies of paper that cannot be used later on or that may deteriorate considerably before they can be used. The Branch Committee should use care in ordering supplies just as they must consider past distribution in ordering literature from printing branches.

37. When **purchasing paper,** the grade and physical properties of the paper should be determined based on the intended usage of the paper. Do not use an expensive grade if a less expensive one will do as well. Usually grain direction is a critical consideration; but if not, you may be able to size the paper so that savings can be effected. Again it may be possible to obtain "job" lots of paper at reduced prices which are not the exact size wanted but will work out to a savings in the long run. Acquainting suppliers with the nature of our work may move them to offer discounts. Prompt payments, or cash payments, may yield further discounts.

38. Anticipate paper needs well in advance of usage so that there will be ample time to purchase at a good price and the paper will be delivered when needed, thus avoiding costly delays. Keep a monthly progressive inventory of paper. From this you will be able to determine when to order. If you can, order in quantities large enough to take advantage of price "breaks." Check with your supplier to find out where such quantity discounts occur. Analyze your paper needs each month. If you must have a small order of a certain grade but it will be expensive to order the small amount, you may be able to supplement the order and obtain a discount with an order of another grade.

39. Bear in mind that the **proper storage of paper is essential to prevent damage and waste.** Paper should always be kept away from heat, sunlight, oil and water. If you open up a bundle and use only a part of it, make sure the remainder is properly rewrapped to protect it from light, dust, moisture, etc. The amount you store of each grade should be carefully determined. For example, some grades of newsprint usually cannot be kept in stock more than three or four months as they tend to lose their strength, become brittle and turn yellow if exposed to air and light. However newsprint kept within its wrapper and properly stored, can last from six months to a year without harm to the paper quality. It is not good to overcrowd your shop with paper resulting in constant shuffling of your stock. Usually a three-month supply of regular, moving stock is sufficient unless there are special circumstances. For security purposes it is **preferable to have a local source of paper.** However if you have no reliable local paper suppliers and must depend on suppliers from another country, you will have to allow additional time for shipping the paper. Therefore, orders must be placed early enough to ensure that a sufficient stock is maintained. You must never allow your paper supply to run out. Any items for a particular job should be bought only in the amounts required for approved printings.

40. When ordering job press paper, you should show the sheet size and color. Grain direction is important on heavier stock and should be indicated on your order. It is good to send a sample of the type of paper you would like with your order. A sheet 8-1/2" x 11" will suffice.

41. MISCELLANEOUS SUPPLIES: From time to time we receive orders from branches for household supplies or various types of equipment. If your branch finds that you just cannot get things locally that you feel are essential, and the only place you can get them is in another country, you may put through your order and explain why. However we feel it is **generally best to get equipment and supplies locally** as generally you will have a better and faster opportunity of getting additional supplies, parts and service. In addition it saves much work for someone at another branch in purchasing and shipping and there may be savings in shipping and duty costs. We cannot start buying supplies at the United States branch or other large branches for Kingdom Halls or assembly halls to be sent to other countries as too much is involved. So all Kingdom Halls, circuit assembly halls, and for that matter, branches, if possible, should get their supplies and equipment locally.

42. If a branch finds it necessary **to order something from another branch,** such request should be made on a regular Branch Order (AB-3) and not by means of an interbranch memo or letter. If machinery parts are requested from another branch, always give complete information, such as manufacturer, make, model number, serial number, any name plate information, etc. For electrical items, give details such as voltage, frequency (cycles), phase, etc. Be specific and give full information on any item you request. These items should be listed on a separate Branch Order and not on an order requesting literature.

43. PURCHASING DEPARTMENT: We want to be sure to buy what is in the branch's best interests in the long term, so it is important to realize there is more to value than initial cost. To obtain the best equipment and materials involves team effort between the shop or department requiring the items and the Purchasing Department. This requires good cooperation between those concerned. The following procedure is recommended.

44. Departments and shops may do preliminary research in any catalogs or brochures they may have. They may also communicate with other departments using similar products. However, before requesting additional catalogs or technical information or if further research is needed, contact the purchase agent first. Purchasing should also be notified when telephone calls need to be made to outside companies. It may be best for the purchase agent to call, or it may be decided to have the department make the call. However, both parties need to be kept informed. Often a three-way conference call will adequately care for communication between the department, purchase agent, and the supplier. If an outside source contacts someone in the department, the purchase agent should be made aware of it.

45. It should be noted that before any large research project is started the supervisory committee should grant approval and the purchasing representative should be informed. At times the supervisory committee may have brothers other than purchase agents take the lead in representing the branch with outside companies.

46. Any written correspondence for information, samples, etc., should be typed on branch letterhead, signed by a purchase agent and either mailed or faxed to the supplier. Purchasing will accept drafts prepared by departments and will forward the requested mail to the department when it arrives.

47. TRADE SHOWS AND TRIPS TO VIEW EQUIPMENT: All trips to trade shows or other business trips to view equipment or products should be made through or with the knowledge of the Purchasing Department. Reminders will often be given as to what information may or may not be appropriate to share with manufacturers and suppliers. All such visits must have the approval of the supervisory committee.

48. SELECTION OF GOODS AND SERVICES: It is usually in the branch's best interests to standardize on products where possible. Not only can inventories be shared but it permits purchasing in larger quantities that will afford a greater price advantage. For new products it may be wise to have an evaluation period and have representatives from other departments view and use the product. Through a collective review process a determination can be made that will benefit all concerned. If there is a difference between what is requisitioned and what Purchasing feels should be ordered, the department will be consulted prior to placing the order. The supervisory committee should be informed if there are significant changes in cost on an approved requisition, or differences of opinion as to what should be ordered.

49. QUOTATIONS AND TERMS OF AGREEMENT: All solicitation for quotations whether oral, written, or faxed are to be made through Purchasing. Purchasing will accept drafts prepared by a department or shop, but these will be put into final form and signed by the purchase agent. When meeting with a sales representative to discuss the terms of an agreement, a purchase agent is responsible for the negotiations. The terms of an agreement include more than prices. There are usually questions of warranties, service manuals, schematics, shipping responsibilities, payment schedule, documentation, etc., that must be resolved. The organization has certain policies that have been set up regarding purchasing. Since the purchase agents are familiar with these policies it is their responsibility to follow through. However, it is important to involve office personnel, the user, installers, material handlers, engineering, etc., as needed before agreements are finalized.

50. Any follow-up needed to insure delivery, quality, return of damaged or defective goods and warranty matters will be cared for by Purchasing. Purchasing should arrange for a line of communication between the department and the supplier for necessary technical information. The information should be shared with departments and purchase agents. It is necessary for departments to work with Purchasing in a united and structured way to get the greatest price benefit and to speak for the branch in a united way.

51. CAREFUL USE OF FUNDS: The Publishing Committee knows that money is needed to expand the work through missionary, special pioneer, circuit and district activity. However, at the same time we want to watch to be sure that all funds are carefully spent. Is your literature shipped the cheapest way? Do you purchase food in quantities? Do you buy foods in season? Or do you buy expensive canned goods because it is convenient to do so? Can incidental trips be combined to save time and transportation costs? Are you a careful buyer to be sure you get the true value of things?

52. It is very much appreciated if the Branch Committee will assist in keeping unnecessary expenses to a minimum. The funds being used are not our own but are contributed by the brothers from all parts of the world. The brothers have made sacrifices to help with the Kingdom work, so we want to act as wise stewards of these funds to use them to greatest advantage.—Matt. 25:14-17, 19-23.

53. REQUESTING ADDITIONAL FUNDS: It is practical in the smaller branches to have **sufficient funds to cover expenses for a two- to three-month period.** We want to keep each branch supplied with the necessary funds, but we do not want to have large amounts in countries where the economy is poor or where there is high inflation and the funds are subject to sudden devaluation. Generally if your balance at the end of a month is two or three times as high as your expenses for the month, you have sufficient funds. But if you begin to drop below that amount, then it would be appropriate to ask the Publishing Committee for additional funds to build your branch account up so you do not run short. While funds can usually be transferred quickly, do not wait until the last minute to make your request. We prefer branches to make occasional supplemental requests for funds to cover Kingdom Hall construction when you anticipate the funds will be needed rather than requesting a transfer every time a loan approval is requested.

54. When requesting funds for branch expenses, **please give complete details** each time on how to send the remittance, including the name and address of the bank, the bank's SWIFT number, title and number of the account, and your address for the account. Usually we will transfer funds month by month to branches needing financial support in an amount somewhat less than their actual needs and then send a supplementary remittance from time to time. However if you find your funds are building up so that you have more than a three-month supply of funds on hand, then you should write the Publishing Committee about this suggesting that an adjustment be made, perhaps skipping remittances for a month or two until your balance is reduced somewhat.

55. If you find you usually have some balance of funds from month to month that you do not use, you may consider putting some funds in a savings account to earn interest. However, we do not want smaller branches to build up funds for that purpose unless your local income is greater than your expenditure.

56. Each branch requesting funds should have a system for checking to **make sure that the funds sent are actually received** by them. And the branch sending funds should also be sure that the funds they send reach the branch or branch account safely. When your branch sends funds to another branch, you should request that acknowledgement of receipt be sent to your branch. Then you will be sure the funds have been received.—See 15:28.

57. ENCOURAGING CONTRIBUTIONS: *The Watchtower* from time to time has articles on the matter of contributing to advance the Kingdom interests, and at times information is given at assemblies as to how the work is carried on and the privilege each publisher has in this regard. It is not amiss to inform the brothers how the organization is supported in its expansion work, just as a congregation must be supported by contributions in order to pay the rent on a Kingdom Hall. With this in mind, we put out contribution boxes at conventions labeled “Contributions” so that the brothers may have the privilege of assisting in covering expenses and in sharing in the advancement of the Kingdom work. At no time, however, do we want to solicit funds so that the brothers feel they are being pressured, but we do want them to be informed as to how the organization operates and their privilege in this connection.—Luke 21:1-4.

58. The brothers also have the privilege of helping with the work by caring for the housing and meals for circuit and district overseers and branch speakers from time to time. All of these are privileges of service and require a willing spirit on the part of the brothers.

59. If your country is one where the income of the brothers is low, they may be limited in what they can do, but at the same time we do not want the brothers to leave the responsibility for caring for the expenses entirely to brothers in other countries. It is just a matter of proper education, patience, and time. If they are never told and the branch just goes ahead and pays all of the expenses, they will not come to appreciate their obligation and privilege. Just as we have to instruct the brothers in the congregation as to the need to cover Kingdom Hall expenses, so we have the privilege of helping them understand how the expenses of the branch organization and special pioneers and circuit and district overseers can be covered with their help. So it starts in the congregation. If the congregation is informed each month of their income and their expenditures so they can meet their obligations as a congregation in God’s organization should, then they can also be helped to see how they can have a share also in expanding the Kingdom work throughout the branch territory by their contributions.

60. INVESTMENTS: Any funds on hand that are not needed for day-to-day operations should be invested wisely. With each investment decision consider (1) the safety of the principal, (2) the availability of the funds, and (3) the return on the investment. Dedicated funds should never be put at a significant risk of being lost. Only invest in financial instruments and institutions that are generally deemed safe. Any speculative investments are to be avoided, even if they seem attractive because of a higher rate of return. Always carefully select the length or maturity of any investment so that the funds will be available when they are needed.

61. If the branch actually holds any securities, they should be kept in a locked safe or vault. Securities which are purchased from banks or other brokers, however, should generally be held for safekeeping in the branch's name in a sound financial institution. Any person who is authorized to purchase or redeem investments for the branch should generally not be allowed to perform the record keeping with respect to the investments. Wire transfers or other payments to settle investment purchases should always be signed or approved by two persons.

62. A good investment strategy must include spreading the risk. This is accomplished primarily by using more than one bank or financial institution and, sometimes, be investing in more than one type of instrument or investment fund. Good judgment is needed, however, to balance the safety of the funds with the opportunity to earn a good return. Common types of investments include savings and money market accounts at banks, certificates of deposit and other time deposits at banks or other financial institutions, and government or corporate bonds and paper. If the branch is considering any other types of investments or making investments that are longer than one year, or if there are any other questions about how surplus funds should be invested, the Publishing Committee should be written for further direction.

Chapter 23

Schools for Theocratic Training

1. KINGDOM MINISTRY SCHOOL: The revised Kingdom Ministry School program will offer about 15 hours of study for elders, and when applicable, about 8 hours of study for ministerial servants. The program will be presented in the form of lectures, demonstrations, and class discussions. In most cases brothers from Bethel and traveling overseers will conduct the school. Wherever practical, all of the elders in a given area will meet together for the school over a two-day period; ministerial servants, when invited, will meet for one day. From time to time refresher courses may be arranged by the Teaching Committee to offer progressive training through this school program.

2. Scheduling of the school sessions can be flexible. The school could be conducted over a weekend. Or, portions could be covered for three hours each evening with the course running for five evenings. In some cases midweek daytime classes may be preferable, with the course running for two days. It will be up to the branch office to schedule school sessions in harmony with what is best locally.

3. This school is primarily open to the appointed elders in the congregations. It is recommended for the entire local body of elders of a congregation to attend the school at the same time. For this reason the Governing Body has authorized a special program whereby all the elders in a given branch area may be offered the same course in a comparatively short time, perhaps three to five weeks. This will be organized by the branch. The branch should make arrangements for adequate facilities for such schools, and where available and practical, assembly halls may be used.

4. In some countries congregations may have only a few elders or none at all, with ministerial servants serving in place of overseers, or in rare cases, some may not even have ministerial servants, yet those available are used to help local groups keep functioning and handle correspondence. These may be helped by the circuit overseer when he visits the group.

5. The most recent textbook is entitled *"Pay Attention to Yourselves and to All the Flock."* (*ks*91) A further refresher course may be offered periodically using additional textbook supplements or other suitable material provided by the Teaching Committee. If there is a supplement the student will be permitted to take his copy home with him for further use. In this way every congregation will have several of these textbooks available for the elders to use to guide the congregations in unity and harmony. In countries that are under ban or where there are serious restrictions, branches may supply the congregations with at least one copy of a current revised textbook to be kept in a safe place for the local elders to use and to study on their own. When the circuit overseer visits, he can help the elders by teaching them from the material they already have on hand.

6. PIONEER SERVICE SCHOOLS: Pioneer Service Schools are established with the objective of training full-time publishers who qualify to open up new territories and organize new congregations. In quite a number of branch territories there are large towns and cities that need to receive a Kingdom witness. There are good prospects of starting new congregations in such places if qualified publishers are available. So pioneers, after training in the Pioneer Service Schools, will be used in this activity in their own countries if they are willing. Even in lands where a good witness has been given, much interest that is encountered could be developed by starting more home Bible studies. Pioneer Service Schools will provide training with this in view also.

7. Good central locations, probably where a Kingdom Hall is available, can be determined upon and classes of 20 to 25 students will be enrolled. The students will undergo a study course in lessons contained in the textbook *Shining as Illuminators in the World.* The class sessions will be conducted by qualified brothers who are capable instructors. The study units can be spread over two weeks or covered in a shorter period, depending on the circumstances and the needs. In addition to class study and discussions, provision will also be made, where possible, for application of the things learned right in the field, since certain hours will be set aside for participation in the field by both students and instructor.

8. Regular and special pioneers who have been **on the list for at least a year** and who are qualified otherwise may be invited to attend the school. It will be appropriate for missionaries and wives of circuit and district overseers to be included in this program of training if they have been a year or more in their assignment.

9. Since some special pioneers and others attending the Pioneer Service School may have to travel some distance, there may be need for the school instructor to organize room accommodations as required. It may be that the local congregation publishers will be happy to provide such temporary accommodations. As far as may be possible students will not be asked to come from too great a distance.

10. The branch will care for the travel and food expense of special pioneers and missionaries attending the schools. Congregations in the larger centers may wish to contribute in some measure. It is not the wish of the organization that anyone become unduly burdened in caring for such expense. In each case the instructor will inform the branch office of the needs at each school location.

11. We are sure that this provision of the Pioneer Service School will be of assistance and encouragement to our full-time brothers and sisters, and eventually do much to extend the witness and result in the organizing of many new congregations of Jehovah's worshipers.

12. BETHEL ENTRANTS' SCHOOL: Some of the larger branches have arranged a program for new members of the Bethel family, consisting of a series of lecture periods and classroom discussions following the Bethel family *Watchtower* Study Monday evening. The Bible, together with other publications, such as *Dwelling Together in Unity,* are the basis for this course. All branches will receive a copy of this material when they begin operating as a branch. Smaller branches may use the material as practical in their situation.

13. Bible reading is also a part of this program. Before completing their first year at Bethel, new members of the family are expected to read the complete Bible during the first year, beginning with the book of Genesis and ending with the book of Revelation. Maintaining a record of when each one completes the reading will be helpful; appreciation is often expressed by family members for this arrangement.

14. ADDITIONAL PROVISIONS: New members of the family are also given a **preliminary series of four lectures** relating to Bethel life, work schedule, health, study and other appropriate items. A brief outline of such topics is available from the Teaching Committee and can be adjusted by the Branch Committee to fit local needs as desired.

15. GILEAD SCHOOL: This school has been arranged for persons desirous of entering the missionary service and who have spent more than two years in full-time service. For additional details on qualifications, see 8:2, 3. The Gilead course covers 20 weeks and provides intensive training in Bible study and organization.

16. THEOCRATIC MINISTRY SCHOOL: Instructions as to how the School is to be conducted each year appear on page one of each Theocratic Ministry School Schedule. The publications to be used during the school year are also shown therein. Branches may request exceptions as to material covered, if necessary.

17. MINISTERIAL TRAINING SCHOOL: This school provides training for unmarried elders and ministerial servants who meet the requirements for enrollment. They are given training to care for responsibilities involving shepherding, teaching, evangelizing, and handling other congregational and organizational assignments. From time to time classes are held in the territory of selected branches where suitable facilities are available. The two-month course, prepared by the Teaching Committee, is conducted in English and some other major languages. Under supervision of the Service Committee, qualified brothers are invited to attend. After graduating, they are invited either to serve where there is a need in their own country or to take up assignments in other lands.

Chapter 24

Writing Articles for "The Watchtower" and "Awake!"

1. WRITING DESKS: The Governing Body of Jehovah's Witnesses has approved of setting up Writing Desks on a permanent basis in a number of the branch offices. The objective of the arrangement is: (1) to produce articles that are better adapted to the needs of the world field, and to avoid the "American" flavor that results when most articles are produced in the United States; (2) to include in our journals articles that are most helpful to Christians living under circumstances in various parts of the world, not just those conditions found in the United States; (3) to achieve a redistribution of the writing load; (4) to **find additional individuals who are qualified to write** and thus give greater diversity to the style of writing in our magazines, while also achieving a broader interest in our publications.

2. The **overseer of the Writing Desk** in the larger branches that have been asked to set up such desks will be responsible to supply finished copy to the Writing Department according to the schedule made by the Assignment Desk at Brooklyn. Where the assignment is on a part-time basis, he will give it priority over other things when that is necessary. At times these branch representatives of the Writing Department may get in touch with other branches, requesting certain information or special facts not available elsewhere. If this occurs, carbon copies of all such correspondence between branches should be sent to the Writing Department in Brooklyn. Branches that have not been asked to set up a Writing Desk are encouraged to contribute written copy for *The Watchtower* and *Awake!* as they have opportunity. In branches where there is such a desk the brother caring for this work, as the branch representative of the Writing Department in Brooklyn, is considered a reporter for *Awake!* In **branches where no Writing Desk has been set up,** the Branch Committee coordinator generally is an *Awake!* reporter. If you have someone who is particularly qualified to write, we would encourage you to try to send in at least one article a year, or more if you are able. If there is no one in your branch territory who has writing ability, you should at least keep alert to what is happening in your part of the world. When an event occurs that would be of interest to your brothers and others in other countries, for example, if an earthquake or other calamity should strike, then you should be quick to tell us about it. If nothing more, you can **promptly send us news clippings** and your report on such matters.

3. At times an *Awake!* reporter **may choose to submit through the Writing Desk a complete article** instead of sending a preview outline to Brooklyn. Probably it would be preferable to handle matters in this way when some newsworthy event takes place (such as an earthquake or disaster), since we want to publish this material in the earliest possible issue of *Awake!* Of course, the copy submitted under these circumstances should be well written and ready for publication. **First-person news reports** based on personal experiences and interviews not only are factual but also have human interest that can never be captured in an article that is based on other news sources. Be careful about covering political events, since we are neutral as to politics and avoid taking sides. Nevertheless, at times we can report on governmental news that may be of interest to our readers.

4. Those used as writers must be dedicated, baptized brothers or sisters in good standing with their local congregations and who have writing ability. They should be exemplary, modest, not inclined to talk loosely to others about their writing activity. Sisters may be found to be especially talented in writing articles of interest to women. However, they should not be used to prepare articles that are basically an exposition of Scripture. Whenever anyone is given an assignment to write an article for *The Watchtower* or *Awake!*, that person should be given a copy of the memorandum "Writing for Our Journals." It is not necessary that the person read the *Standards Manual* if that is available locally. However, the one in the branch responsible for sending in the article should be well acquainted with this publication and follow its rules when editing material submitted. This will do much to assure that articles will be usable for publication.

5. PREPARING MATERIAL: The subjects on which articles may be written are quite varied. Some articles will deal with spiritual matters, and these should be written by brothers. *Awake!* articles may be on such subjects as commerce, economics, government, national customs, science, religion, geography, various occupations, history, social science, and natural history. Since the articles will be read by people in many lands, the subjects and titles should have broad appeal. They do not have to be about the country where the writer is located, although they may often beneficially contain material that reflects the relationship of that country to the subject. This can be accomplished by doing research in books and periodicals published in that land and by mentioning places and customs peculiar to that country, if it is appropriate to do so. There may be other more resourceful ways to achieve this goal.

6. Time in which to do the work of writing will vary with the individual. Those who are not in full-time service can work matters out according to the free time they have available. Bethel family members who are given the privilege of writing can be asked whether they are in a position to do this on their own time or will need working hours. Some may be happy to use evening hours, or weekends for this type of work. None, however, should be discouraged from asking permission to use working time for such an assignment. Generally the morning hours rather than late evening hours are the best time for writing. A missionary, special pioneer or regular pioneer can be granted a time allowance by the Branch Committee if this is needed to care for a writing assignment. In many cases allowing the equivalent of a work week may suffice for an article. Some assignments may not require that much time, whereas for others more time will be needed. For those in missionary or special pioneer service, it would be best to care for a writing assignment within a single calendar month.

7. Article previews should be submitted in most cases before an article is written. In a branch having a permanent Writing Desk, the responsible brother will be expected to work closely with the Writing Department in Brooklyn. In most cases he will submit his suggestions for articles to Brooklyn for approval before proceeding with the actual writing of the articles. This will act as a check preventing two branches from preparing articles on the same subject. If ideas for articles are submitted by other individuals in the country, the representative of the Writing Department can attach his own notes to such an article preview when sending it to Brooklyn. The Brooklyn Writing Department may have other suggestions to offer as to what should be incorporated in the article. These article previews should bear the **name of the prospective writer** as well as the suggested title. They should be dated and should bear the signature of the Writing Desk representative and of the Branch Committee coordinator. Generally it is preferred that these previews be in outline form, complete with introduction, body and conclusion. Of course, it is understood that if the article is approved, the writer may make some adjustments in the outline as he works on the subject. **Branches that do not have a permanent Writing Desk** are also invited to submit preview outlines for prospective articles, addressing the covering letter to the Assignment Desk, Writing Department, Brooklyn. All article previews may be sent in unnumbered letters, but completed articles should be sent with a numbered covering letter.—See 1:86, 87.

8. Field experiences and life stories have been used in *The Watchtower* and *Awake!* Often the circumstances, attitudes and customs of the people living in the country where these articles originate are reflected in what is written. We should be sure that there is an obvious and worthwhile point made by the experience or the life story. Regarding the qualifications of those featured in life stories, please see the memorandum "Writing for Our Journals."

9. In addition to suggestions for articles that you would like to write, there may be **other articles that you feel would be of value** to readers of *The Watchtower* and *Awake!* For instance, from time to time subject material for a semi-special issue of one of our journals might be developed. If your Writing Desk or branch does not feel that it can handle such a subject, feel free to submit outlines for such a semi-special issue and perhaps it can be worked out with cooperation from Writing Desks in other branches. Also, there may be topics or questions that could be handled in Scriptural articles, though you may not have anyone in your branch territory who is in position to prepare such material. The Writing Department in Brooklyn would be pleased to receive your suggestions.

10. If you receive **worthwhile news clippings,** we would appreciate having you send them to the Writing Department in Brooklyn. You can determine the type of items that are likely to be of use by observing the material appearing in fillers and "Watching the World." Items from newspapers and magazines as well as quotations from books should be accompanied by the complete name of the author, publication, its publisher and place of origin, its date and page number(s). Kindly indicate the specific article—putting a mark in the margin next to any statements of particular interest—and send it to the Writing Department in Brooklyn in its entirety. Please submit **a good English translation for any foreign-language clippings** or copies of material that you send to Brooklyn. Kindly direct these letters to the Writing Department, Clippings Desk.

11. POINTS TO CHECK BEFORE SENDING IN ARTICLES: Before signing and submitting an article to the Writing Department in Brooklyn, the Writing Desk overseer or an assigned Branch Committee member (in the case of branches lacking a Writing Desk) should **read the article very carefully.** It should have a good title, an interesting introduction, a well-outlined and developed body and a fitting conclusion. The article should be appraised in the light of what is said in the memorandum "Writing for Our Journals." It should be good enough to publish for millions of readers. Also, have in mind the possible **effect of the article on the people living in your territory.** Sometimes it is best not to say certain things, even though they are true. Be careful not to submit material for publication that might cause difficulty for our brothers or for the work in your country. There are many things about which we can write that will not hurt our work and may actually engender goodwill. Of course, no matter what is written, the truth should be presented. Nevertheless, we can be tactful about how we say things.

12. DOCUMENTING ARTICLES: When articles are submitted for possible publication in *The Watchtower* or *Awake!* or as a brochure, booklet, etc., it is important that they be properly documented. Do not simply put a bibliography at the end of the article. Throughout the article, please put reference numbers in brackets at the end of quotations and next to facts, which should be documented. Then attach to the article a separate sheet listing the sources alongside the corresponding numbers.

This information is useful to us in many ways and may even determine whether an article can be published or not. With the first reference to each source document, please show the following with regard to books: Full title, author's name, date published, place of publication, volume and/or page numbers. Regarding magazines and newspapers: Full name of publication, a clear statement as to whether it is a magazine or a newspaper (some translators have to know this), city and state and country where published, full date, page number. Subsequent references to the same publication may be abbreviated.

13. If there are direct quotations from magazines, newspapers, books, or other sources (apart from the Bible) in your article, please submit a photocopy, whether the material is in English or any other language. In the latter event, include a translation into English. Keep the original on hand for future use in your branch, as for example in translation. If you are aware that a particular quotation that you use has appeared previously in the organization's publications, please state where it is to be found. Branch Committees can check that the above details are being supplied when sending in articles.

14. When an article is sent to the Writing Department in Brooklyn it must be **accurate in every detail.** Basically, that responsibility rests with the writer. We should use as writers only individuals whom we know will do dependable research and present the facts carefully. However, when the Branch Committee coordinator or the branch representative of the Writing Department reads an article and sees anything at all in it that raises a question, this point should be checked with the original writer, or it should be looked up to make sure that what is said is absolutely right. If the point is in error, an appropriate correction should be made. Similarly, if statements are ambiguous, they should be clarified. Matters should be expressed, not only with a view to explaining them, but so that they will not be misunderstood by translators or by readers. Avoid use of expressions having unnecessary political or propagandistic overtones.

15. Where possible, **photographs or pictures** (preferably in color) should be sent **along with the article.** Photographic negatives and clear slides are preferred. This material will help the artists to prepare good illustrations and give the article real local color. Photographs should be accompanied by signed releases, as explained in the memorandum "Writing for Our Journals."

16. Any article that is sent to the Writing Department in Brooklyn should bear the **name of the writer.** It should also be dated and the name of the branch should be given. In the upper right-hand corner should appear the **Branch Committee coordinator's signature as well as that of the branch representative of the Writing Department** if you have a Writing Desk. Such signature(s) would indicate that everything is in order and that the article is approved for publication.

17. Articles of local interest that have been prepared by your branch for use in certain-language editions of *Awake!* should be approved first by the Branch Committee. Then, before they are ever scheduled for your magazine, they should be sent, together with a translation into English, to the Writing Committee for approval. Branches translating *Awake!* may **fill an average of up to ten percent of the total pages** of their *Awake!* magazine with local articles, but these must first be approved by the Writing Committee as stated above. There may be exceptions, such as "Watching the World," reports on branch dedication and expansion, publishing a report on your conventions in an early edition (while the information is still "news") or making a report on the brothers' loving actions during some local disaster. In such exceptional cases, you have our permission to publish the article with approval of the Branch Committee only. However, please be careful not to say anything that could put Jehovah's people in a bad light, or cause legal or other problems, in your own country or other countries where your magazine may circulate. Send such articles, together with English translations, clippings (including translation), references, etc., to the Writing Committee. Have in mind that we may also be able to use the material.

18. All correspondence and articles from branch Writing Desks will be channeled through the Branch Committee coordinator, the same as other branch correspondence.

Chapter 25

Translation

1. Jehovah God is providing for his people a banquet of rich spiritual food. (Isa. 65:13, 14) For the most part, this spiritual food is initially prepared in English. Since only a minority of Jehovah's servants understand English, **the majority depend on translations of the English material for spiritual sustenance.**

2. Ideally, all the provisions available in English should be made available to all language groups. However, the **publications to be translated are determined by** the particular **needs of the field** and the **availability of qualified translators** in each language.

3. The Writing Committee decides on the order of priority of publications for translation and issues a list that serves as a guideline for the Branch Committee. If there is a special need locally, the Branch Committee may request that the Writing Committee make an exception to the order on this list.

4. Announcement of new publications will usually be made in the annual letter. However, translation approval should not be requested at that time. When the text is submitted for processing the Writing Committee will send a letter describing the nature of the publication in some detail along with the projected schedule for mailing the translation materials. At that time requests can be made either for permission to translate or for an evaluation copy of the early branch mailing. This arrangement should help branches to avoid feeling obligated to produce a publication that may not be particularly useful in their field. Additionally, branches should not hesitate to request cancellation of translation approval if the material does not really suit their territory or is too difficult to translate.

5. Before initiating the translation of any older publication, you should first **obtain approval** from the Writing Committee. When permission is granted to translate, a copy of all adjustments (and approved updates) that have been issued since the publication's release will be provided, to correspond with the copyright that will appear on the publishers' page. Approval must also be obtained from the Writing Committee **if you wish to publish *The Watchtower*** or ***Awake!* in an additional language,** increase the number of pages in the magazine, or publish it more frequently or simultaneously with English. When making such requests, **please advise which translators are available** to handle the extra work, and the recommended date of issue for the change.

6. The Branch Committee should recommend material that is best suited to the branch territory. In new languages, you usually **start out with some tracts,** perhaps followed by a brochure. If this proves fruitful, if there is indication of ongoing need, and if sufficient translators are available, additional publications may be recommended for translation.

7. CONTENT OF *THE WATCHTOWER*: Regardless of language or number of pages, *The Watchtower* should always carry the study articles. For monthly editions that have fewer than 32 pages, some study articles may have to be omitted. However, where *The Watchtower* is published in a monthly edition of 32 pages or less, or twice a month, **all study articles should be published if at all possible.** In such editions, any other articles used are selected by the Branch Committee, not by the translators.

8. When approval is given to publish *The Watchtower* simultaneously with English, the Branch Committee must determine how the study articles that would otherwise be missed should be handled. Additional study articles may be included in several issues before going simultaneous. Or they may be published as 32-page brochures. These articles may be studied at the Congregation Book Study.

9. The issues of *The Watchtower* that deal with **the yeartext** and **the world report for the past service year** should be published simultaneously with the English or as early as possible in other editions of *The Watchtower*.

10. Should it be necessary **to replace material in *The Watchtower,*** the Branch Committee may select material from the current *Yearbook, Insight,* or *Awake!* (if *Awake!* is not semimonthly). However, this **should be done only in exceptional cases.** Generally, such replacement articles should be spiritually upbuilding rather than of a secular nature, in harmony with the general makeup of *The Watchtower*. Please advise the Writing Committee of any such adjustments and the reason.

11. The early branch mailing of the English magazines will be sent to all branches requesting them. Even if a particular language is not simultaneous, **all translators should receive copy containing the comments inserted for translators.**

12. CONTENT OF *AWAKE!*: Where you cannot publish all the material that appears in the English *Awake!,* the most suitable articles for the territory should be used. **The Branch Committee selects the articles to be translated for *Awake!***

13. In non-English editions of *Awake!,* the Branch Committee may wish to use a few local items for **"Watching the World."** See 24:17 for the procedure to follow in such cases. In monthly or quarterly editions, you may wish to replace "Watching the World" with articles from *Awake!* that would otherwise be missed.

14. QUARTERLY EDITIONS OF *AWAKE!*: These may be published when there are not enough translators to produce a semimonthly or monthly edition, or where the demand is limited. These are not listed on the publishers' page of *Awake!* as "Languages Available by Mail" and are available as congregation magazine requests only. If they can be sent abroad, they are listed in the *Watchtower Publications List* and in the mailing lists sent to the branches.

15. The Branch Committee may believe that parts of their territory could be served well by a quarterly *Awake!* in an additional language. Before making a recommendation to the Writing Committee, they should be sure that there are **sufficient translators** to handle the extra work load and that at least 2,000 copies of each issue will be needed.

16. The publishers' pages of *The Watchtower* and *Awake!* show the average number of copies printed per issue in all languages, as well as the number of languages. The **publishers' pages** of vernacular editions should also contain the latest figures for these items, as they appear in the English magazine. This page **should be kept up to date in all respects,** including the branch addresses.

17. TEXTUAL CHANGES: At times certain Western items or customs mentioned by way of illustration in the English text are completely foreign to people in some parts of the earth. For example, where "iced tea" is unknown, the translator may wish to recommend replacing it in the illustration with some local drink that would fit the context. In the same way there may be unfamiliar animals, flowers, plants, games, and so forth, that would best be changed to something that will be understood locally, if the context allows for it. Hence, when the translator comes across **words and expressions that** he believes **would present a problem,** the text may be changed as outlined in paragraphs 18 and 19.

18. For **dated publications,** such as *The Watchtower, Awake!,* and *Our Kingdom Ministry,* **the translator should submit his suggestions for minor changes to the Branch Committee.** If the Branch Committee approves, he may then make such changes, and the Branch Committee should report them to the Writing Committee.—See 14:10 in connection with changes to *Our Kingdom Ministry.*

19. For **undated material,** such as books, brochures, and other publications of a permanent nature, the translator should submit his recommendations to the Branch Committee who, in turn, should submit them to the Writing Committee for approval before the changes are made.

20. When such are considered essential, **changes in artwork should be handled in the same manner as textual changes.** If the Branch Committee feels that it is advisable to substitute, for example, an African for a Caucasian, and Brooklyn did not provide alternative artwork, such changes may be made as outlined in paragraphs 18 and 19 for textual changes if someone is available to do first-class artwork. Hence, if the artwork appears in dated publications, the Branch Committee may give the approval. A printed copy of the altered page, with the original attached, should be sent to the Writing Committee. If the change in artwork is for an undated publication, the suggested change along with the suggested new artwork should first be submitted to the Writing Committee for approval. It is best to keep such changes to a minimum.

21. TEXTUAL ADJUSTMENTS: Adjustment Notices from the Writing Department will give direction as to how the adjustments listed are to be handled. If certain textual adjustments are authorized for the next printing of a publication, such usually are made only once during any calendar year. Translation errors may not be corrected without permission of the Writing Committee, and the Branch Committee should clearly explain in English what such errors are and what their impact is.

22. GOAL: Those who are privileged to translate spiritual food into their respective languages should **strive to produce publications that are both delightful and accurate.** (Eccl. 12:10) However, accuracy takes precedence over beauty of language. Translators should be conscious of being reasonably productive.

23. THE TRANSLATOR'S RESPONSIBILITY: Serious responsibility rests upon a translator, who must see that what is published in the English is translated clearly and exactly for the non-English edition. **The translator should get the true spirit and understanding of the material and then make an accurate translation. Quality should never be sacrificed for the sake of production.** You have noted the high quality of the language used in the English *Watchtower* and *Awake!* magazines. A translation should be of the same high quality in grammar and in choice of words. Translations of publications should be understandable and easy to read. Above all, they should convey the truth as it is expressed in the original English. **The translator is not the author. He has no liberty to insert his own ideas,** nor is he authorized to summarize a paragraph and put it in his own words.—Compare Luke 1:3, 4.

24. If, for any reason, something must be taken out of an article, the Branch Committee decides what should be deleted. Harm is not likely to be done when something is left unsaid, but great harm can be done by someone's putting in his own ideas or compromising the organization over some sensitive issue. All adjustments made by the Branch Committee should be approved by the Writing Committee before printing.

25. The matter of good translation cannot be overemphasized. It is essential that translated material be carefully checked against the English and proofread before it is released for composition. **Please make all changes in the copy before it leaves the hands of the translator, checker, and proofreaders.** Following the proper procedures will eliminate the need for copy changes on composed pages.

26. Once approval is given to translate a magazine into an additional language, **each issue should be produced on time.** (Matt. 5:37) For that to happen, the translation and printing must be done dependably according to the schedule prepared by the printing branch. Once you start publishing a magazine, there is a heavy responsibility to keep producing the publication regularly.

27. PERSONNEL: Translators must have an excellent command of their own language. They also need a good understanding of the language from which they are translating. Although the translation is checked, **the responsibility for what is finally printed rests with the translator.** Therefore, a translator must be trustworthy and faithful. **If the translation of a passage presents a problem** with regard to doctrine or policy, **the Branch Committee should be consulted.** If the matter is not resolved, it should be submitted to the Writing Committee for determination. If the translation is not made directly from English, it would be well for someone who knows English to check the translation against the English for accuracy.

28. Because it is not always possible to convey the full meaning, flavor, or nuance of the English original due to translating from another language, it is preferable to translate directly from English if at all possible. It is therefore good to look for prospective translators among persons who know English. The time constraints of simultaneous publication also recommend that translation be done directly from the English text.

29. The **number of translators and proofreaders must be proportionate to the amount of work,** contingent on the needs of the field. Their abilities and experience will also affect the size of the team. In order to preserve the well-being of the translators and maintain the organization's high standards of quality, care must be taken that the translators are not overloaded. Seasonal work (such as convention releases, *Yearbook, Examining the Scriptures* booklet, *Index,* assembly program letters, convention talks and outlines, drama scripts, and public talks) should be considered when deciding whether additional items on the priority list can be undertaken. Otherwise the production of regular publications, such as semimonthly magazines, *Our Kingdom Ministry,* and inserts may be delayed or rushed. Additionally, before asking to translate the *New World Translation,* realize that you will need a separate team of translators. A Bible translation team is composed of a minimum of three translators, a secretary, and a translation coordinator.

30. It would not be reasonable to expect to have a full complement of experienced translators when starting **to translate the organization's publications into a new language.** But work might **start on tracts or brochures with only two translators.** They can check each other's work and also proofread the copy. As the workers gain experience and additional translators are added to the team, more work can be assigned if the need in the field warrants it.

31. While the translator's aptitude is important, a good attitude is even more important. So a translator's **spiritual qualifications cannot be overemphasized.** Younger brothers, though, do not have to be ministerial servants to be considered for translation work. Where possible, translators should not have weighty family responsibilities. **Persons in full-time service are preferred.**

32. The development of new translators (and proofreaders) should receive ongoing attention. This is especially important when publishing of dated material begins. The aim should be to develop a translation team that can support the work even when a member is away or has to leave permanently.

33. There are a number of **ways to find new translators.** (1) Members of the Bethel family should be considered first, as well as Bethel applicants. (2) Potential translators may be located among those who attend district conventions. To this end, capable brothers can be alerted to take note of those interested in Bethel service who have a good knowledge of both their own language and English. (3) Traveling overseers can be notified to look for potential translators who have the qualifications and the desire to serve at Bethel.

34. Prospective translators should be assigned some English text to translate. The material should be representative of the work that they would be doing as a new translator. Candidates may use dictionaries and other reference works while doing the test translation, but they should not ask others to help them. Where possible, their work should be evaluated by experienced translators. We should not expect candidates to manifest the skills or breadth of knowledge of experienced translators. Yet their test translation should indicate basic potential, sufficient to warrant further effort, a potential to grow with training and experience. Only if a person meets these criteria should he be selected as a translator. Since all new Bethelites are "tested as to fitness" during their first year at Bethel, **those called in to assist with translation should understand that they may be reassigned** to other work or be asked to leave Bethel if they do not qualify as a translator.

35. When a new candidate is selected, an experienced translator is assigned to train him if available. After checking each article, the trainer should explain to the new one the reasons for any changes. **Discussions with the new translator** after each of his articles has been checked **are essential** if he is to make progress.

36. Not everyone receiving training will eventually qualify as a translator. During the training it may become clear that a person who seemed promising does not have the necessary ability. As soon as this is determined, the training should end. **Only those who truly qualify should be used as translators.**

37. The overseer of the translation department should be a loyal, spiritual brother who takes a keen interest in communicating and cooperating with the translation team. He should **make sure that translation, checking, and proofreading procedures are followed** and that schedules are met. He needs to watch the quality and quantity of the work, but he need not personally check all translated material before it is released. The overseer should keep the Branch Committee informed, so that the department is neither overloaded with work, nor overstaffed.

38. EQUIPMENT: Each translator should be equipped with his own set of basic dictionaries and reference works that are used frequently. Normally a translator should have at his desk a copy of the English *Reference Bible,* the standard vernacular Bible(s), the organization's standard English dictionary, a dictionary of English idioms, an accurate and up-to-date English-vernacular dictionary, and a grammar reference for the vernacular language. The Translation Department and/or branch library may contain other reference works less frequently consulted.

39. The text of the translation is preferably entered directly on computer, since the organization's composition is done by computer. Only in unusual circumstances would it be necessary to use a typewriter or write by hand.

40. An environment conducive to concentration is necessary for efficient production of quality work. The translator should have a suitable desk and a comfortable chair. Adequate lighting and good ventilation are also important. For these reasons, **a quiet office environment in Bethel is ideal for translation.**

41. PROCEDURES: At least two workers are needed to follow the standard translation, checking, and proofreading procedure. (With small teams, translators may also do proofreading.) Though there is no end to the amount of checking that could be done, once the translated copy has gone through the following process it should be reasonably free of error. The steps are:

(1) Material approved for translation is assigned to a translator who does the initial translation. Articles for study and those on the Christian congregation, duties of elders, teaching, counseling, and field service could better be translated by experienced brothers, if available, who are well acquainted with these fields. However, articles that deal with Scriptural matters of a general nature, or about the home, women's occupations, the beauties of creation, and the like, might be translated by either brothers or sisters.

(2) Another qualified person checks the material by comparing the translation with the original text and writes suggestions on the copy. The copy is now returned to the translator so that he can review the checker's marks. Or, if preferred, the copy can be sent directly to the proofreaders, and then the translator will check both the checker's and the proofreaders' marks at the same time.

(3) The copy is then read by two proofreaders, who concentrate on grammar and do mechanical checks. They should ensure that the style conforms to the organization's standards and that the spelling, grammar, and punctuation are correct and consistent. While a proofreader may make suggestions for improvement if necessary, he will not change the translation.

(4) The original translator determines which of the checker's and proofreaders' suggestions he will accept. Circulating and checking the text in this way increases the accuracy of the translation and helps to develop the translator's skills.

(5) After the copy is approved by the original translator, corrections are made to the text. From this stage on, compares should always be printed out after any corrections have been made, to ensure that no inadvertent errors have been introduced.

(6) After the text is composed, if at all possible, the same two proofreaders who read the copy previously should read the composed page proofs.

(7) A final check should be made by a member of the Branch Committee or a capable brother assigned by the committee and signed as approved before forwarding the translation to the printers.

42. Schedules should be reasonable and allow for all of the above steps to be followed before releasing the composed text for printing. The translators should recognize the **importance of following reasonable schedules and meeting production dates,** but they should not be forced to rush their work, nor should they be expected to work overtime for months on end.

43. Magazines may be divided up between different translators, but good judgment is required when doing so. Certain articles, such as a set of study articles or an introductory series, require a high level of consistency. It is usually best for these groups of related articles to be assigned to only one person. This is also true of a series of articles in consecutive magazines. Study articles are usually assigned to more experienced translators.

44. A book should normally be translated by only one person for better consistency. Because of its nature, the *Yearbook* may be divided into logical sections for two or more translators. On a major project such as the Bible or *Insight,* more than one translator will be used.

45. A brief meeting should be arranged with the entire translation department each week. This allows all to benefit from the experience of others by asking questions, bringing up translation or proofreading problems and sharing helpful information. Such **open communication promotes unity and productivity.**

46. BIBLE TRANSLATION: When there are sufficient translators and there is the prospect of an adequate circulation of the complete Bible, a request may be made to the Writing Committee to begin work on the *New World Translation.* A regular edition of the Christian Greek Scriptures without marginal references will be published first. **It is not necessary for Bible translators to know Hebrew and Greek.** They do not necessarily have to be the translators with the most experience, but they should be good translators who are both faithful and willing to follow directions very closely. Both brothers and sisters may be used.

47. If the *New World Translation* is not available in the vernacular, **translators do not have to translate every quoted scripture directly from the *New World Translation*** when working on magazine articles or other publications. If a good vernacular translation is available that brings out the general meaning of the *New World Translation,* use it.

48. However, if there is a specific need for the *New World Translation,* as when a particular point in question is made only by it, then the verse may be translated from it. If just one word or phrase from the *New World Translation* is inserted in the text, it should be placed in brackets [], and the *New World Translation* should be cited in italics inside the brackets as the source. For example: "The Lord ["Jehovah," *NW*] is my shepherd." **Whenever passages are translated directly from the *New World Translation,* the translators should keep a file of these scriptures** as they have been rendered into the vernacular. By using this file, such scriptures will be rendered consistently in the future. The file should be accessible to all the translators, either on cards or electronically. If duplicate files need to be kept for use by translators outside Bethel, all of these should be kept up to date.

49. On the publishers' page of magazines, books, and brochures, **the primary Bible translation used should be indicated.** If you have the *New World Translation* in your language, follow the pattern of recent English publications. Otherwise, use the vernacular Bible that you consider to be the best, stating: "Unless otherwise indicated, Scripture quotations in this book [or magazine] are from the ___________________ translation. Where *NW* follows a quotation, it indicates that the translation is from the English-language *New World Translation of the Holy Scriptures—With References*." Where you do not have a vernacular Bible and scriptures are quoted primarily from the *New World Translation*, you should state: "Unless otherwise indicated, Scripture quotations in this book [or magazine] are translated from the English-language *New World Translation of the Holy Scriptures—With References*."

50. CONFIDENTIALITY: **It is important that translators keep their work confidential.** Apart from the responsible brothers and those involved in the project, others (including marriage mates and other Bethelites) do not need to know (a) what is being translated and (b) who is translating a particular item. No publication should ever be associated with a particular person. This is especially so in the case of Bible translators. This confidentiality protects both the organization and the translators.

Chapter 26

Proofreading

1. Proofreaders play a vital role in ensuring that our publications are of high quality. The work of proofreaders involves two broad areas. First, there is **proofreading of copy** before it is submitted for composition. This involves spelling, grammar, punctuation, consistency, and aspects of style to conform to the organization's standards. Second, proofreading involves the **checking of proofs of the composed material** to ensure that the composed text conforms to copy and to the organization's style, as well as to characteristics associated with a given language. The net result is that the proofreading process confirms that the composed material represents precisely what we wish to print.

2. It is the proofreader's responsibility to check that spelling, grammar, and punctuation are correct and that the organization's style is followed. **The proofreader is not to edit copy,** change the translation, or reword expressions that are not according to his preference. If the translation is correct, the proofreader must abide by the decision of the translator.

3. Proofreaders work on material only after the translator has completed his work on it and the translation has been checked by the checker. **It is the responsibility of the checker to verify that the translator has conveyed the English thoughts accurately.** He does so by checking the translation phrase for phrase against the English. Thus, there is **no need for the proofreader** to check the text against the English or **to alter the translator's style of writing.** A proofreader should distinguish between what is grammatically wrong and what is simply different from the way he himself might have worded it. There are obviously many different ways of saying things. The intent in proofreading is, not to present alternatives for each statement, but rather to mark changes and queries when grammatical accuracy demands it.

4. It is important that proofreaders **maintain their perspective** and make sure of the more important things. They have many grammar and style rules to guide them, but the art of proofreading also requires balance and good judgment. While a high standard must be maintained, reasonableness should be displayed. There must be a good reason for each mark. If marks are made without due thought, their effect will be compromised. Marking should therefore be conservative, limited to necessary things.

5. PROCEDURES: The work of the translation proofreaders includes the following:

(1) After the translation has been checked by both the translator and the checker, **two proofreaders** read the translation, and one of them also does a mechanical check. The copy with the proofreaders' marks is then returned to the translator for his approval. After the translator has reviewed their marks, the approved changes are entered.—For more details, see 25:41.

(2) The corrected copy is compared with the earlier level by using computer programs. The compare results are checked by the proofreader to ensure that all approved marks have been entered correctly and that no inadvertent changes have been made. If mistakes are found, the correction-and-compare cycle is repeated until the text is "perfect," ready for composition. The clean, print-ready text is thus called **perfect copy.** This perfect copy is composed into pages following the pattern set by the English original.

(3) After composition, the text of the composed pages is compared with the clean text that was received from the proofreaders to ensure that no inadvertent changes were made during the composition process. The compares are sent to the proofreaders for checking along with the page proofs.

(4) The page proofs should be proofread by the **same two proofreaders** who read the copy before composition. One of these proofreaders must also do a thorough mechanical check. The proofreaders keep the clean pages but return the pages needing correction to the compositor. New page proofs and compares are returned to the proofreaders along with the marked page proofs. This cycle is repeated until all the pages are clean. Clean pages are typeset. (From this point on, the Graphics Department takes over the responsibility to get the publication to press.)

Note: Because the translators, proofreaders, and compositor work so closely together, many branches have found it practical to have the **translation overseer coordinate** the activities of all these workers.

6. Proofreaders must **initial every proofread page** of the text and every proof copy of any artwork, such as front covers and maps, requiring proofreading. This assures other departments that each page and each proof of artwork has been proofread even though some may not need to have any corrections marked on them. Otherwise, it may appear that the proof was overlooked and not read. **Magazine page proofs** are normally **kept for one year.** In the case of magazines, the old page proofs of the same issue of the previous year may be discarded when the new page proofs are filed.

7. The purpose of reading composed pages is to ensure conformity to the original perfect copy, not to retranslate or refine the translation. It is important that **copy changes** not be made at this point. Copy changes create much extra work for all concerned, resulting in a waste of time and money. Only in cases of extreme need and with permission of a member of the Branch Committee may changes from the original copy be made at this time.

8. The greater part of translating and proofreading has to do with dated publications, such as magazines and *Our Kingdom Ministry.* Since dated publications are on tight schedules, proofreading of these should be given **first priority** so that they may be printed and mailed on time.

9. A systematic approach to proofreading will increase quality and efficiency. It is therefore important that proofreaders make a list of things that need mechanical checking before and after composition. Such a list should be used each time a mechanical check is done to ensure that no points are overlooked. For the sake of accuracy, it is best to check only one point at a time and to check that point throughout the section being processed. Such a list will not necessarily be the same for each language. For example, for languages that use a non-roman character set or read from right to left, proofreaders will need to check some things that an English proofreader does not check, and vice versa. Also, the mechanical-check list for the magazines will be different from that for *Our Kingdom Ministry,* a brochure, or a book. The main point is that the **proofreaders should check for all the things that are necessary to bring the vernacular publication to the same high standard as the English.**

10. All proofreaders must use standard **proofreading marks.** Most proofreaders use the marks detailed in *Webster's New Collegiate Dictionary* under "Proofreaders' Marks." When a symbol in *Webster's* is followed by the word "or" and another symbol, only the first symbol is used.

11. *STANDARDS MANUAL*: The *Standards Manual* is a guide to the organization's style for English publications. These **style standards** should be followed as closely as the target language permits. If the grammar, usage, and style principles of the target language differ from those of English, the vernacular standards should be followed. To maintain consistency in these areas, rules and examples that apply to the target language should be determined and recorded, perhaps as a vernacular manual or in some other form convenient for all translators and proofreaders of a language.

12. TRAINING NEW PROOFREADERS: The Branch Committee has the responsibility for ensuring that materials released for printing meet the high standards of the organization. Branch Committees do this, not by proofreading the text themselves, but by **making sure that qualified volunteers are adequately trained** to do the necessary proofreading (including a thorough mechanical check) before and after composition.

13. A proofreader does not necessarily need to know English, although this may be advantageous. Since the proofreader is mainly concerned with his own language, a careful person with **a good knowledge of the target language** often makes a good proofreader.

14. A new proofreader should become **thoroughly familiar with the organization's style standards** as well as the vernacular standards of the target language. This can be achieved by studying the *Standards Manual,* "Language Information," and books on vernacular grammar, usage, and style. Then, by working closely with an experienced proofreader, who regularly reviews the new one's work and gives instruction in target language principles, the new proofreader will steadily learn the art of proofreading.

15. RESPONSIBILITY: **Printing branches are not responsible** for the accuracy of the content of publications they print for other branches. Materials sent out by translating branches should be clean and press-ready. A thorough mechanical check needs to be done by the proofreaders before material is typeset. If this is not done, it creates much extra work, correspondence between the printing and translating branches, and delays, or it results in lower-quality publications if the material is printed as submitted.

16. When the coordinator or another member of the Branch Committee finally approves materials that will be sent to the printing branch, he should feel confident that everything possible has been done to **ensure that the materials meet the high standards of the organization** and can be printed **without further correction.** Translating branches should produce high-quality publications in a reasonable time, rather than rush to multiply inferior products. Well-trained proofreaders play a vital role in maintaining this high standard.

17. While quantity is important, our production motto, "Better and more books," shows that quality comes first. We want our publications to be of **high quality** when they reach the public. This includes not only the appearance of the publication but even more important the accuracy of the text. The reader should not be distracted in any way by errors caused by deficient workmanship. It is therefore hoped that the high standard of our English publications will be maintained in every language.

Chapter 27

Zone Overseer Service

1. When it is conveniently possible, a zone overseer visit will be arranged for each branch approximately once a year. The zone overseer is sent out as a representative of the Governing Body to aid the branch volunteers in handling their assignments and to see that matters are being conducted in accord with the Scriptures, and in harmony with directions from the Governing Body. He may be a member of the Governing Body or another qualified brother. During the visit **the zone overseer is accessible to all members of the Bethel family** for discussion on work that is done at the branch, or on personal matters on which help is required by the individual.

2. During the visit a talk will be given to local Kingdom publishers at a place and time arranged for by the Branch Committee. The time should be one that is convenient to the majority of the publishers who will be invited to attend.

3. During his stay at the branch the **zone overseer will meet with the Branch Committee** who will be prepared to discuss questions or problems affecting the Kingdom work in the territory assigned to that branch. There will also be **a meeting with one or more of the traveling overseers**. in the country in order to consider the conditions in the field and the congregations. Also, if there are missionaries in the country, there will usually be **a meeting of those having missionary status** with the zone overseer unless you are advised otherwise. Where convenient, this may be followed by a special meal for them with the Bethel family and the Branch Committee and their wives in the truth. In some places due to the distance and expense involved in bringing all of the missionaries to one location, you may arrange another place for them to meet with the zone overseer, perhaps on his inbound or outward-bound trip. (See also 8:40.) The Branch Committee will arrange for these things.

4. The zone overseer will be able to observe whether correct procedures are being followed in each branch that is visited and before leaving the visited branch will make suggestions as necessary to assist in providing for conformity to the Scriptures and the branch procedures. He will be especially interested in the spiritual condition of the branch field and in helping to build up the spirituality of the flock. It will be his responsibility to leave with the branch a letter setting out his observations and recommendations, together with a copy of the completed Questionnaire for Zone Overseer's Visit. He should make it clear that the Branch Committee should follow through on his report in making their own specific recommendations to the Governing Body. The zone overseer should forward to the Governing Body a copy of the above letter to the branch together with the original set of Questionnaire sheets. At the same time, in a separate letter, he may advise the Governing Body of any matters and observations of a more confidential nature.

5. The **wife of the zone overseer** may travel with him at the branch's expense if they so desire whenever the trip will require 11 Bethel working days or more. She will be assigned work during the regular working hours in the field service with local publishers or in a Bethel home or branch according to the circumstances. For any trips on branch business requiring less than 11 Bethel working days, any working days that are used by a wife in traveling with her husband will be counted as vacation days and her travel would not be at the branch's expense. The same principle would apply in the case of wives in full-time service of other representatives of the home branch such as missionaries, circuit or district overseers, members of a Branch Committee and Bethel family who may be sent out on special assignments that require them to be away from their regular assignments for 11 Bethel working days or more. In addition, since a number of brothers travel several times during a year for various reasons, after a brother has been on assignment(s) totaling 11 Bethel working days or more within a service year, the brother's wife may accompany him if he again is assigned to be away from Bethel for a period of at least 5-1/2 working days.

6. By having a thorough discussion of the activities of the branch and the work in the field, there should be a stimulation of Kingdom activities and improvement in the service that is provided to the brothers throughout the world through the branch organizations. The **Branch Committees can aid the zone overseer** in covering all the important matters by having their data and questions thoroughly prepared ahead of time and available to the zone overseer immediately upon his arrival at the branch. The Questionnaire for Zone Overseer's Visit to Branches (A-26) should be filled out in duplicate prior to his arrival.

7. While he is with a branch, the zone overseer will usually preside at the Bethel table and he will preside at the Branch Committee meeting(s) held during his visit.

Chapter 28

Responsibility of Branch Committee Members

1. The first **responsibility** of each member of a Branch Committee is **to Jehovah God.** He must appreciate his relationship to his Maker and he must give him exclusive devotion. Doing this, he will want to be faithful in Jehovah's organization and his service to his brothers. He will recognize, too, that Jehovah places members in the body as it pleases him. Having been placed in the position of a member of a Branch Committee, he will certainly want to be faithful in his service. At no time should a Branch Committee member get the attitude that he is very important and thus can never be replaced, because if that attitude exists he will not be of genuine benefit to his brothers and in due time may have to be replaced. It is especially important that members of the Branch Committee cooperate together, thus setting the proper example.—Ps. 133:1; Phil. 2:2-4.

2. DEALING WITH PEOPLE: The **attitude of** the Branch Committee member should be one of **friendliness and loving-kindness** in dealing with his brothers as well as with businessmen and officials. In some instances he may be a stranger in the country where he serves. If so, he should recognize that the people of that country have a measure of pride in their land, their culture and their manner of doing things. They were raised to appreciate the things around them. They rightly feel they are just as good as other people in the world. Whether a foreigner to the country or not, a Branch Committee member should never take the position that the people he serves are ignorant, or that they are below standard, and thus speak to them as inferiors, but, rather, he must deal with them in kindness and try to please them. He must maintain a good reputation on behalf of his heavenly Masters and set a good example at all times in work, morals and field service.

3. Officials in small countries generally feel as proud of their country as do those in large countries. They do not like to have anyone speak ill of them and make them feel inferior. You can get good results by being kind, loving, peaceful, self-controlled, showing the Christian spirit and being decent to people. Causing friction and using strong, harsh language against anyone causes distrust. Branch Committee members should learn to always control their spirit and keep alert when doing business with officials, businessmen or anybody else. Keep in mind that officials have the right to say who goes into their countries and who may live there. It is not our business to tell them how to run the country. We may be able to have missionaries there and do many things only because of their kind consideration. Let us show appreciation. If you do that you will always get better results. Always be tactful and remember it is Kingdom interests we are interested in primarily.

4. KNOW THE ORGANIZATION: Branch Committee members, whether in a large or small branch, should seek to become acquainted with all the operations carried on in the branch. They should study to see how the work can be done in the most effective and beneficial way and do all they reasonably can to help it to be done that way. A Branch Committee should know if the brothers are producing the best they can and, if they are not, they may be able to show them how to do better. They should be in position to speak to people intelligently about their problems and difficulties in connection with printing, housekeeping and the field service. They should **check from time to time with various departments** to see how things are going and not leave it up to other people to carry all the responsibility. They **share the responsibility.** Branch Committees should be interested in everything in connection with the Kingdom work in their country and should **seek to expand the work** and to carry it on most effectively. Branch workers should love their work and want to see the work improve and increase. All should do everything within their power and with Jehovah's help to get the Kingdom work done.

5. Branch Committee coordinators as well as elders overseeing various departments will find it helpful to **keep a calendar of activities.** This will assist in making sure that matters that are coming in the future, even though only once a year, will be handled on schedule and not overlooked. This may include such things as the actual count inventory of equipment and supplies at the end of February, scheduled cleaning of Bethel rooms, mailing of reports, the annual write-up, numbering letters starting September 1, crediting vacation time and Personal Expense Accounts, payment of rents and taxes and a variety of other things.

6. A wonderful trust has been committed into the hands of the Branch Committee. They should appreciate thoroughly what a privilege Jehovah has given them, and they should look well to the interests of the work and the brothers in the territory. **Keep alive spiritually** and "in the morning sow your seed and until the evening do not let your hand rest; for you are not knowing where this will have success, either here or there, or whether both of them will alike be good."—Eccl. 11:6.

7. As overseers in the Christian congregation, all of us "are keeping watch over . . . souls as those who will render an account." (Heb. 13:17) This emphasizes our great responsibility before Jehovah God in looking after the ones who belong to Jehovah. Paul expressed it well: "Pay attention to yourselves and to all the flock, among which the holy spirit has appointed you overseers, to shepherd the congregation of God, which he purchased with the blood of his own Son."—Acts 20:28.

8. Be of good courage and keep going forward with this work. We count it a privilege to be working together with you in the wonderful service of Jehovah.

Your brothers and fellow servants,

Governing Body of Jehovah's Witnesses