

Concept Eleven

The trustees should always have the best possible committees, corporate service directors, executives, staffs, and consultants. Composition, qualifications, induction procedures, and rights and duties will always be matters of serious concern.

The overarching spiritual principle of Concept Eleven is *trust*. Without qualified support, the International Service Organization (ISO) of COSA board cannot execute every task or directive it is given by the delegates and simultaneously carry out the day-to-day business of running the fellowship. Accordingly, this Concept, along with Tradition Eight, reminds us that it is vital to have a trusted support system of committees and individuals, as well as the occasional paid expert, consultant, or special worker. Concept Eleven aims to ensure the board's support system is composed of the best-qualified people and that those people are appropriately introduced to their roles with a clear understanding of their rights and duties.

Sometimes, providing fellowship services requires a talent, specific education, or certification that is not readily available from the current pool of trusted servants. These situations are often temporary or related to a certain project. Examples of people or institutions with special abilities include: translators to get COSA literature ready to publish in languages other than English, a certified public accountant to resolve an accounting or tax issue, or legal counsel if needed for any reason. The board demonstrates alignment with the Traditions and Concepts, as well as sobriety in service, when it recognizes a need for specialized support and then seeks a way to get that support.

While the board meets monthly throughout the year, these meetings do not allow adequate time to resolve every issue affecting the fellowship. Committees can continue to carry out the board's work even when the board is not in session. By distributing the work among committees and individuals, more members of the fellowship inherently contribute to decisions and actions taken on behalf of the fellowship; this further ensures adherence to Tradition Two that states "our leaders are but trusted servants; they do not govern."

It **is reasonable to expect** the committee members and others working with the board **to** have the talents and abilities to perform the necessary work successfully. In order to fulfill our primary purpose of carrying the message to those who still suffer, and **also** because this work contributes to the COSA image presented worldwide, these committee members and workers **should** be the best-qualified people possible for each job. The importance of their pledge to contribute to the growth and care of the fellowship should be recognized. Their integration into the committee should be handled in such a way that the value and expectations of their work are understood.

Concept Ten reminds us that the scope of the authority associated with each service position must be well-defined. In Concept Eleven, we understand that the rights and duties of each position are also matters of great importance. Volunteers must thoroughly review and respect the job description and sobriety requirements of any service position they apply for. Mentorship

of new volunteers by more seasoned committee members helps to ensure a smooth and welcoming transition. Paid contractors and employees must be closely vetted not only for their abilities and talents, but for professionalism and discretion as well. Once workers are carefully selected and approved, equally close attention should be given to integrating them into their roles, ensuring clear expectations, and supporting ongoing communication.

Concept Eleven can be applied in many areas of our lives outside the rooms of COSA. Contemplating the qualifications and duties required by the roles in our lives helps us to honor where we fit best, which helps us avoid situations that may not be healthy for us. Whether we are looking for a job or hiring a new employee, a thorough and respectful interviewing process helps us find the right fit and build strong work teams. Once a decision is made, in-depth onboarding and training will prepare people for professional success. Our homes often run more smoothly when chores are matched to the person who is best-suited for the task and responsibilities are clearly outlined. When new jobs are assigned, we teach and guide the learner until they are competent and trustworthy. As we build our network of friends, we find peace and fulfillment with those who appropriately support us and encourage us to be our best selves.

The ISO of COSA board needs the support of committees, individuals, and special workers to ensure the fulfillment of our fellowship's primary purpose. When the members of this support system are carefully selected and equipped for their duties, we all benefit. We trust that the sobriety, growth, and safety of our fellowship are in good hands.