

February 4, 1936

The matters which engage the attention of the Board members cover a wide range of subjects and each member is equally responsible with every other member for the action taken by the Board thereon except with respect to action taken during his absence or in cases where he has specifically dissented or requested to be recorded as not voting. It is expected, however, that absences of members of the Board from Washington shall as far as practicable be arranged so as not to interfere with the expeditious conduct of the Board's business.

Because of the great variety of subjects it is desirable that each member give his attention primarily to a particular group of matters in order to distribute among all the members as equitably as possible the work of disposing of current business and to enable them to concentrate on important questions of policy.

The assignment of particular subjects to an individual member places upon him the duty of acquainting himself with the facts and questions involved which are necessary to a determination by the Board as to the actions which should be taken on such subjects so that in the light of his responsibility as a Board member he may advise the Board and make recommendations to it as to their disposition. The present assignment of subjects is provisional and subject to revision in the light of experience.

Such an assignment of course does not carry authority to speak for the Board or act on its behalf on matters which under the law can only be determined by Board action or to dispose of a matter except in accordance with action taken by the Board thereon.

In many matters the detail work is done by the divisions of the staff dealing with the particular subjects and proposed action by the Board is formulated by them either on the basis of established principles and policies of the Board or after consultation with the particular Board members to whom the subjects are assigned. All divisions of the staff are available to help and advise with a member of the Board on any subject in which he is interested and he may call upon any or all of them for such information, consultation or preparation of material and documents as he may need in handling the subjects assigned to him. In most cases the disposition of matters assigned to members of the Board requires the collaboration of two or more divisions. No one division is assigned solely to any particular Board member.

Each Board member is furnished with charts showing in brief form the principal functions of the various divisions of the staff and the distribution of duties among the principal subordinates. The purpose of these charts is to enable each Board member to know upon whom to call for information or consultation in connection with any particular subject that may

engage his interest. Each Board member is free to call upon and consult directly with any individual member of the staff whose duties include the particular subject in which the Board member is interested. It is understood of course that such subordinate will then clear the matter with the chief of his division so that the latter may be in position to know at all times the work that is being done by his subordinates and to exercise the necessary supervision.

When matters are submitted to the Board they are cleared through the office of the Secretary which is familiar with the established policies of the Board and effects any coordination in the staff consideration of the matters that may then be necessary by consultation with or submission to other divisions that may be concerned with the same subject. The Secretary's office handles the circulation among the Board members of matters requiring their consideration and maintains a record of such matters until they are disposed of.

In the circulation of matters requiring Board action or for the information of all members of the Board a rubber stamp will be applied by the Secretary's office, which will carry at the top the notation "For approval first of Mr. \_\_\_\_\_" or "For circulation first to Mr. \_\_\_\_\_", with the names of Board members listed below the blank in which the name of the Board member to whom the particular subject is assigned will be inserted by the Secretary's office.

It has been found that it is of very material assistance in expediting the Board's work and saves considerable time if the secretaries to the members of the Board maintain records of circulating matters passing in and out of their offices, as such records enable the Secretary's office to ascertain the location of the papers involved and the status of their consideration.

Each Board member may disagree with or question any recommendation. Upon unanimous approval by the Board members present (indicated by their initials) matters are treated as disposed of by Board action and incorporated in the current minutes. In case of any disagreement or if the Board member desires that the matter can be held for discussion the file is returned to the Secretary's office with a notation or memorandum to that effect in order that the circulation among the other Board members may be completed. It is then brought up for action at a Board meeting. This gives every Board member an opportunity to participate to the fullest extent possible in the consideration of and disposition of any matter before final action is taken.

The Secretary's office will consult with each Board member as to his wishes respecting the volume and character of matters which should be brought to his attention in addition to matters requiring Board action and

as to what matters he wishes to see before they are referred to the appropriate members of the staff or only after the staff has done the necessary work and prepared them for consideration by the Board. Any Board member may at any time reduce or enlarge the scope of the routine matters which he desires to see. The Secretary's office is charged with the responsibility of properly distributing incoming matters among the appropriate Board members and divisions of the staff and of clearing with the Board members all matters requiring Board action, maintaining such records as may be necessary for the purpose. The Secretary or an Assistant Secretary signs all letters, telegrams and documents evidencing Board action except when for special reasons it seems desirable for the Chairman to do so.

The work of the Board is highly confidential and all inquiries from members of the press regarding actions of the Board are referred to Mr. Thurston, in the Chairman's office, who handles these matters under the supervision of the Chairman.