# NA WORLD SERVICES RESOLUTION GROUP

## REPORT TO WSC PARTICIPANTS

### 13 OCTOBER 1995

# WORLD SERVICE MEETING
# COMMITTEE AND BOARD SCHEDULE

## Thursday, November 9, 1995

World Service Board of Trustees - Room 200 - 9 am - 6 p.m.

RSR Review Panel - Shore Room - 8 p.m. - ?

Interim Meeting - 7th floor Boardroom - 8 pm - ?

## Friday, November 10, 1995

General Session - Salon B - 9 am - 5 p.m.

WSC H&I Committee - Strand Room - 6 p.m. - ?

WSC Literature Committee - Room 236 - 6 p.m. - ?

WSC PI Committee - Room 219 - 6 p.m. - ?

WSC Policy Committee - Shore Room - 6 p.m. - ?
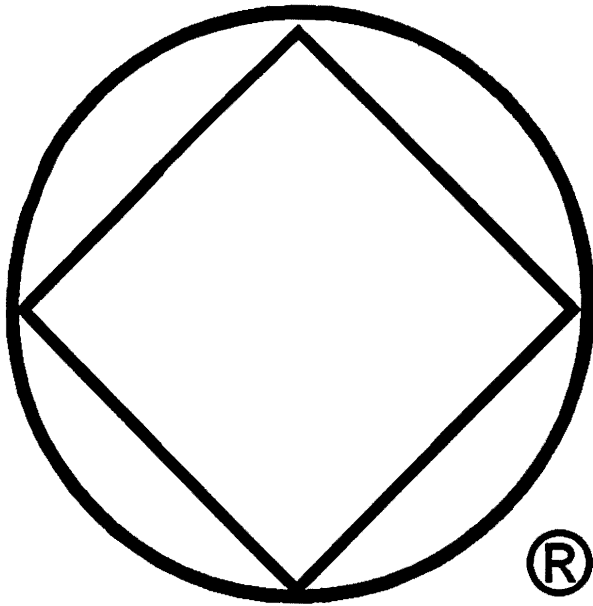
## Saturday, November 11, 1995

General Session - Parkview Room - 9 am - 6 p.m.

Recovery Meeting - Salon B - 8 p.m. - 10 p.m.

Alternative Store - Salon A - 10 p.m. - ?

## Sunday, November 12, 1995

General Session - Salon B - 9 am - 12 p.m.

# NA WORLD SERVICES RESOLUTION GROUP

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### 13 OCTOBER 1995

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## INTRODUCTION

Greetings from the Resolution Group. We have worked for the past five months reviewing the source materials assigned to us by the World Service Conference, which included the Composite Group's final report (CG), the Consultant's Report (CR), small group input from WSC '95, *The Temporary Working Guide to Our Service Structure* (TWGSS), *The Twelve Concepts for NA Service* (TC), and *A Guide to Service* (GTS). We have also talked to a number of members from around the world in face to face meetings to get their input on the work assigned to us. Additionally, we have considered many pages of input sent to us from members of our fellowship. The following report represents what we feel is a synthesis of the best ideas contained in all of that material and input.

We wish to express our sincere thanks to every member who sent us input during our work. The suggestions you sent were insightful, impassioned, and extremely helpful. In many cases, we feel that our work was significantly improved as a result of considering and implementing what you told us you were concerned about. For that reason, and because we have tried our very best to address everyone's concerns as best we possibly could, this report is yours as much as ours. We honestly couldn't have done it without you.

We also offer this report to you with the clear understanding that no single group of individuals could or should determine the direction of Narcotics Anonymous World Services. We hope that you will give serious consideration to the resolutions which we propose here. By the same token, this report is not *final*, in the sense that these resolutions are somehow finished and perfect. We hope as well that you will be actively involved in re-shaping and fine-tuning these proposals, even offering alternatives to them if you feel that any of them are inappropriate or misguided. Indeed, world services, and the service structure at large, belong to all of us, the members of Narcotics Anonymous. We should all therefore be involved, and empowered, in the process of change.

Before we get to the "business" end of things in this report, we'd like to offer a simple set of assumptions which we believe all of us will need to come to terms with if any change in the way we do things at world services is possible. These assumptions are:

**1) Significant change within any organization is usually the result, as one of our invited members put it, of *revolution*, not evolution.**

That is to say, if the decision to change is to be effected in an organization such as ours, it will probably not occur over a long span of time, but will more than likely occur rapidly and with passionate emotions on all sides. In fact, true change will probably be most upsetting for the members in the organization who are now in positions of power, and who are therefore the least willing for a change in the status quo. We should not be surprised if there is great reluctance on the part of trusted servants who perceive that their power base is being eroded or supplanted by a new order. The question that we must always bear in mind, therefore, is what is best for our fellowship -- not what is best for me as individual with a personal investment in remaining here.

**2) Change is frightening.**

Most human beings, to some degree, are unsettled by changes in their lives. As addicts, we are perhaps even more susceptible to the fear and distrust that accompanies true change than are most people. Nonetheless, as a fellowship, we have devoted an enormous percentage of our resources over the past three years toward an inventory and resolution process because we all recognize that a change in the way we do things is necessary. As we all know, taking our inventory, while often painful and troublesome, is the easiest part of change. The true courage and willingness to walk through our fears comes when we make a commitment to do things differently than we have in the past. We must therefore make a commitment to each other that we will do this thing *together*, or not at all. In the end, we all want the same thing -- a leaner, more responsive, more efficient, and more accountable world services which can better help us fulfill our primary purpose. If we keep that common purpose in mind, we can find the courage to walk through our fear and distrust over the coming years.

**3) Many of our members at the world level have a personal investment in remaining here, and will not wish to see their niche removed in the sweeping changes which we, the Resolution Group, are proposing.**

For many of us, world services is an oasis of lively, intelligent, committed, and experienced members in a desert of local fellowships which don't seem to offer the kind of love, acceptance, and experience which we seek as recovering addicts. Some of us find a level of commitment to both NA service as well as personal recovery here which we perceive to be lacking in our local NA communities.

For others, NA World Service offers us an opportunity to find achievement and success in our lives which we have not been able to generate within our professional and personal experience. NA service gives us an opportunity to excel, to feel needed and important, and we get those needs "fed" by being of service at the world level.

In both cases, attempting to fulfill needs perhaps lacking elsewhere in our lives through NA service does not make us horrible people. It does, however, sometimes cause us to attempt to insure that we will remain here, at the world level, in an attempt to continue to fulfill those needs. While these motivations and actions are completely understandable, they are probably not, in the final analysis, the best motivations for being a trusted servant at any level of service. Again, we must all be willing to go home if necessary, to find other ways to fulfill our needs, if that is what's best for the fellowship as a whole. If we truly love NA, we will be willing to make that personal sacrifice for the greater good of our fellowship.

We know that this honest assessment of personal motivations in NA service will upset some people. We believe, nonetheless, that at the root of many of our problems at the world level lies a level of politicking and vying for power and position largely unaddressed in the inventory project itself.

No amount of structural change will ever "fix" the problems which arise from these largely unspoken personal motivations in world services. If the changes we undertake are to be sound, lasting, and effective, we must all conduct a personal inventory to insure that we're here for the right reasons, and that we are practicing the principles of recovery in all our affairs. Without this personal dimension, all other proposed change is futile.

**4) RSRs have a responsibility to reflect their region's concerns, but their primary concern should always be focused on what is best for NA as a whole, not what's best for their particular region.**

**By the same token, world services must become more responsive to the needs of local fellowships, and less concerned with self-generated and self-perpetuating work which often seems to have no bearing on carrying our message.**

World services and "the fellowship" (as represented by their delegated service representatives, RSRs) have, in many ways, been at odds with one another for a long time. There has been much talk in recent years about the contentiousness in the "setup" of the *Conference Agenda Report* (motions don't build consensus, but instead polarize us -- you're either "for" or "against"). Also, there has been an abiding concern with an "Us and Them" mentality in which regions feel disempowered and disenfranchised by what appears to be

an unresponsive world services which is too wrapped up in perpetuating itself to be able to listen to what local fellowships are saying.

This division requires much healing. It is our responsibility, as trusted servants in Narcotics Anonymous at the end of the twentieth century, to lay the groundwork for this healing process over the coming years. For this effective partnership to occur, both "sides" must cooperate. We must never lose sight of the fact the we are all on the same side, and we all want the same thing -- to best carry the message to addicts who are suffering everywhere. All other concerns are, or ought to be, secondary to this greater common purpose. We can unite behind our common mission, or we can continue to flounder in self-defeating conflict and competition. But as we fight among ourselves, addicts continue to suffer and die.

**5) No organizational structure is necessarily any more "spiritual" than another.**

One of the questions which arose repeatedly in our input was "Where is the spirituality in your proposals?" We agree that the vision statement for NA World Services should be founded in the spiritual nature of our program. We are, after all, a spiritually-based fellowship whose individual and collective goals include spiritual awakening.

Regarding the various possibilities for structural change in world services, however, we believe that none of the various structural "architectures" which we have considered is any more or less "spiritual" than the others. Why? Because, in our discussions, it became clear that the "spirituality" of a structure or of the services accomplished within that structure must come from the *people* who work within it. Only when trusted servants within the service structure act out of principle does the "spiritual" nature of our primary purpose become evident in all that we do. Without this personal commitment to principled action, no structure can be "spiritual."

The answer to our input question, "Where is the spirituality in your proposals?" is clear to us: the spirituality is (or ought to be) in *all of us*, and no structure can legislate our behavior.

**6) No one will be *entirely* satisfied with any change which is proposed or enacted.**

We all have a personal vision as to what will "fix" world services. When that personal vision appears to be unfulfilled by proposed changes, many of us find ourselves digging in, unwilling to cooperate with the change at hand.

Once again, however, if we are to effect lasting and meaningful change in the service structure and in the way we provide services, then we must be willing to compromise our personal vision for the greater good of what will help us to better achieve our primary purpose. We are faced with a simple reality: not one of us will get everything that we desire in the reformulation of world services. Yet if we are unwilling to move forward onto the common ground of our primary purpose, all of our efforts to effect such change will have been in vain.

**\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\***

We offer the above assumptions not as an indictment of any individual or group. We are all responsible for the problems which face us. We, the Resolution Group, simply believe that the time is long past for walking on eggshells and trying to pacify everyone with comforting words as we step cautiously around these conflicts and divisions which continue to plague us. The time for change is quite possibly at hand. That change, and the possibility for better carrying the message to addicts who still suffer that such change represents, rests in our willingness to find the honesty, courage, and strength to walk through this process to the other side.

If we cannot walk through it together, then we had best forget about it altogether.

## HISTORY OF THE INVENTORY AND RESOLUTION PROCESS

The *N.A. Tree*, the first service manual for NA, was published in 1976. It contained a description of the service structure — or really a vision for a service structure that might develop. The first World Service Conference was held that year in conjunction with the World Convention in Ventura, CA. Over the next several years, other efforts to describe the developing service structure were undertaken in the form of a couple of service manuals, but any agreement on these was short-lived. Things were changing so rapidly in that era of phenomenal growth that any success in definitively nailing down a worldwide structure simply eluded us.

In 1983, one year after the publication of the Basic Text, the conference developed a document called *A Temporary Working Guide to the Service Structure*. As the name implied, this was intended to carry us over until we could agree upon a more permanent document. Today, some twelve years later, that *Temporary Working Guide*, or *TWGSS*, as we commonly refer to it, is still the service manual we go by.

A Select Committee was formed in 1983 in conjunction with the printing of the *TWGSS*. This group's charter was to put together a more permanent service

manual. This process continued for several years. Other groups were formed as this effort evolved. Finally a product was delivered to the WSC in 1993 called *A Guide to Service in Narcotics Anonymous.*

The model for world services described in the *TWGSS* had by that time become deeply entrenched. There was general agreement among the world services participants that serious structural and communications problems existed, but there was not general agreement about their cause or about any proposed solutions. Frustration was running high, and so was a deep and heartfelt commitment on the part of everyone involved to pull together and resolve these problems.

Rather than simply attempt to adopt the *Guide to Service* in 1993 without substantial consensus regarding the nature of our service structure's problems, the participants in that conference took a very dramatic action. They agreed that the world services inventory was going to be the single primary project of world services. This was extended for another year again in 1994. During this two-year period, a "Composite Group" made up of world level trusted servants surveyed the fellowship regarding the effectiveness of world services. They developed inventory tools for use by various boards and committees in performing their own self-assessment. They then compiled this information and conducted small group sessions at WSC '94 so that the conference could asses its own effectiveness. These results were compiled and turned over to a consulting firm hired to analyze all of the inventory material and make recommendations.

The results of all this were published in a couple of reports totaling several hundred pages. The material was very revealing, if somewhat overwhelming to absorb. The 1995 World Service Conference distilled from this material a prioritized list of key problems. World Service leadership developed and WSC approved a "Resolution Plan" which called for the formation of this Resolution Group to study the inventory material and make recommendations to continue this process of change in world services.

Between May and October, the Resolution Group's charter has been to develop proposals to bring to the 1996 World Service Conference. Over the past five months, we have held five meetings and numerous conference calls in order to bring our proposed resolutions for change to you. The following is a summary of those meetings.

**Our Original Task and Our Goals**

The following problems were identified by the 1995 World Service Conference participants:

- Lack of vision for WSO, WCC and WSC
- Lack of a strategic plan
- Right-sizing of committees and boards
- Integration of management techniques to world services
- Bringing the message of hope to the suffering addict more effectively.

These problems are inter-related and don't lend themselves to easy solutions. We could have gone off in any number of directions and spent much more time than we had been given on any one of them. Rather than just go off and try to do that, we realized on our first conference call, and affirmed clearly in our first meeting, that we would have to carefully limit the scope of our work to something we could realistically hope to accomplish. We developed four goals which we believed, if accomplished, would make a significant contribution toward developing and implementing specific solutions to these problems.

These goals were:

1. To write a vision statement for NA World Services.
2. To write a mission statement for the World Service Conference.
3. To create proposals for structural change of NA World Services.
4. To create proposals for future work.

**Vision and Mission Work**

Our second meeting, held in early July, was devoted to brainstorming about vision and mission statements with invited members from the resource pool and from the fellowship at large. The invited members were: Greg Pierce, Michael Lee, and Gwen Davis from the continental U.S., Larry Roche from Hawaii (who is involved in the Asia/Pacific Forum), and Saul Alvarado from Panama. Each had a unique perspective historically, culturally, and philosophically. Their input was much needed and appreciated. We ended with a draft which has received continued work since that time. The "final" drafts of these statements are contained in this report.

**Structure Work**

We again invited several members to our "structure" meeting in late July. Those members were: Susan Blaue, Floyd Best, Mickey Riggins, Bess Hajos, and Rosemarie Crawford. Jorge Mejia had also planned to attend, but was unable at the last minute to make it to Atlanta. Our third meeting thus began with each invited member giving a presentation about their personal views on what a

revised world service structure would look like. The amount of time and effort that they had obviously put into this task was almost overwhelming. We are truly appreciative of their efforts. It is interesting to note many basic similarities in all of the presentations, although unique perspectives were definitely discovered. Following are some of the things we agreed on.

- The WSC needs to focus on the "big picture."
- NA World Services needs to focus on world issues.
- Increased & simplified communication is a must.
- The structure needs clear lines of accountability.
- The Twelve Concepts are one basis for resolution.
- Groups have final authority.
- More effective delegation is necessary.
- Better direct support of local services is necessary.
- Some degree of autonomy is desirable for national services.
- Some type of geographic division is desirable/necessary.

Based upon the input we received, and upon later discussions at our fourth meeting, we have developed an architectural "structure" which we are proposing in this report.

## World Services Meeting

### Our Tentative Agenda

As you are aware, the November WS Meeting will occur Friday through Sunday, November 10, 11, and 12. At that meeting, we will be gathering input on this report in order to finalize our resolutions for the 1996 Conference Agenda Report.

Our fourth meeting was therefore partially devoted to developing a strategy to gather that input. We developed a tentative agenda for the weekend, and also discussed our plans for a Resolution Group presentation and report.

On the August 16, 1995 WSC Administrative Committee conference call, Resolution Group leader Jeff Baker was informed that the primary, and perhaps exclusive, focus of the November meeting will be the Resolution Group's work, and penultimate report. Accordingly, we created an agenda based upon that assumption.

### Our Presentation

We envisioned that we would need to present:

1. A fairly brief history of the Inventory Project from at least the past 2 1/2 years as background to our resolutions.

2. Our vision and mission statements, with rationales for each, which should include reference to our "resource materials" (e.g. Consultant's Report, Composite Group Report, GTS, and TWGSS).
3. Our structural resolutions, again with rationale.
4. Our further recommendations (i.e. additional problems such as communication, as well as implementation recommendations, etc.)

Input Process: "Roll-Call Input Session"

We held lengthy discussions on what would be the most effective and fair way to solicit input at the upcoming meeting. We discussed the use of small groups, and, while a majority of us believed that small groups were a potentially effective means of allowing for equal participation in gathering input, we also agreed that the logistics of us putting those groups together (i.e. identifying a facilitator pool, and contacting those facilitators as well as training them; identifying a pool of recorders, contacting and training them; deciding how to divide small group participants, etc.) was unrealistic. We believed that our time must be devoted to the task which we've been assigned by the conference, not to the formidable task of developing procedures and training materials for small groups.

We also discussed the potential use of "A/B Panels," but feared the age-old problems of mic hogs and unequal opportunity for members to provide input. Regarding the use of such panels, we also feared the logistical problems, once again, of setting them up and facilitating them.

Rationale

Our basic rationale for a "Roll-Call Input Session" was threefold:

1. This method of soliciting input will help to encourage newer, mic-shy members to speak up and be heard. It will also prevent accomplished speakers from ruling the day and thereby potentially skewing the overall input which we will use to formulate our final report.
2. We want to virtually eliminate grandstanding at the mic. The purpose of this world services meeting is to provide the Resolution Group with useful input-- not to filibuster on whatever pet peeve an individual may have with various aspects of the proposed resolutions.
3. We want voting members to have an equal opportunity to voice their concerns so that others may hear them and take those concerns back to their respective groups, areas, regions, and/or boards and committees. Additionally, this method will hopefully give us a better idea how people feel on a variety of issues *en masse*. Normally, when an individual shares at the mic, and his/her observations go uncontested, we may assume that his/her views are shared by many members. In the "Input Roll Call Session," this assumption is questioned. Therefore, redundancy, while not encouraged,

becomes nonetheless a useful tool by which to more accurately reflect the feelings of the majority of folks present.

While some members may object that this method gives short shrift to non-voting participants, we would remind everyone that *all* members are encouraged to provide written input to the Resolution Group on our proposed resolutions. Each piece of written input will be given full consideration.

Consultant Issue
We also decided at our fourth meeting to use a consultant on a strictly advisory basis. We decided to send a copy of our vision and mission statements, along with our proposed structural architecture, to Kelly Chamberlain for his input as to the compatibility of the proposed vision/mission vis-à-vis the proposed structural changes we will be suggesting. In other words, we hoped to ascertain whether the structural changes which we will be proposing are compatible with the overall vision and mission statements which will accompany those structural proposals. We also hope to determine if Mr. Chamberlain feels that these proposed changes will address the larger problems identified in the inventory project.

**September Meeting**

Our final meeting occurred the on September 28 through October 1, 1995 at the WSO. At that meeting, we finalized our drafts of the vision and mission statements. We also held lengthy discussions on our structural proposals, and came to consensus on the structural architecture and rationale which we are presenting in this report. We finalized our plans for the November World Services Meeting, and outlined individual responsibilities regarding our presentation at that meeting. Finally, we agreed upon the basic framework and content of this report, and assigned composition responsibilities among ourselves.

We will, of course, have an additional meeting in December. The purpose of this meeting will be to factor in the input which receive both in writing from members at large, as well as input gathered at the November meeting. At that time, we will finalize our resolutions for presentation in the 1996 *Conference Agenda Report*.

## VISION STATEMENT FOR NARCOTICS ANONYMOUS WORLD SERVICES

# VISION STATEMENT FOR NARCOTICS ANONYMOUS WORLD SERVICES

## 1.0 Statement of the Identified Problem

The resource materials which we were directed to use in formulating our resolutions demonstrate significant concern with a lack of common purpose within NA World Services. This lack of common purpose was indicated by an almost unanimous agreement between boards, committees, and the WSC itself that NA World Services lacked long-term planning and long-term goals: the Board of Trustees (CG 89)[1], the Interim Committee (CG 104), WSC Admin. (CG 109), WSC Policy Committee (CG 119), WSC H&I (CG 124), WSC Public Information (CG 128), WSC Literature Committee (136), and the WSC Board of Directors (144) all recognized lack of long-term planning and goals as a serious problem within world services. Perhaps most telling of all, the World Service Conference itself, in 1994, stated that it "has no clearly stated single purpose" (CG 64).

This lack of planning and goals, and world services' communication of what these plans and goals are, as the Consultant's Report clearly indicates, "is the number one problem world services must solve to improve their operational effectiveness" (CR 42). However, before long-term planning and goals can be established, a common consensus among world services and the fellowship at large as to the *purpose* of NA World Services must be identified. As the Consultant's Report makes clear in its recommended solutions, NA World Services must "identify [its] purpose, and clearly define [the services they should provide] (CR 78; 80; 82; 84; 86; 88; 90; 92; 96).

Put simply, as the Consultant's Report stated: ". . . the NA organization shows a lot of drift in its direction as a whole, and people really do not have a clear idea as to where they are going with the organization" (CR 98). Narcotics Anonymous World Services must arrive at a consensus of *what we are supposed to be*.

## 1.1 Statement of the Resolution

The report that came back from the work groups at WSC '95 assigned to synthesize the results of the Inventory indicated several things. Of particular interest was the defining of a difference between vision and mission . We have based our work on the vision and mission statements according to those definitions. Vision, we agree, is *what we believe we can be*, in the best of all

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[1] We have used the initials in parentheses for the following works: the Composite Group's final report (CG), the Consultant's Report (CR), *The Temporary Working Guide to Our Service Structure* (TWGSS), *The Twelve Concepts for NA Service* (TC), and *A Guide to Service* (GTS).

possible worlds, as servants to a global fellowship of recovering addicts. Mission we define as what *we believe we can do* at the World Service Conference to best serve the groups toward furthering our primary purpose.

In this spirit, we offer the following vision statement for NA World Services:

*NA World Services' vision is our commonly held sense of the highest aspirations that set our course. If we all fix our sights on the same star, we can be sure we are all heading in the same direction. Our vision ought to be our touchstone, our reference point, inspiring all that we do.*

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**All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed:**

**Our vision is that one day:**

- **Every addict in the world will have the chance to experience our message in their own language and culture and find the opportunity for a new way of life.**

- **NA communities worldwide and NA World Services will work together in a spirit of unity and cooperation to carry our message of recovery.**

- **Narcotics Anonymous will achieve universal public recognition and respect.**

**Honesty, trust and goodwill are the foundation of these ideals. In all our service efforts we pray that a loving Higher Power will guide us.**

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### 1.2 Rationale for the Resolution

This suggested resolution was based on the numerous recommendations from boards and committees, and from the WSC itself, in their self-assessments. For example, the WSC Administrative Committee suggested that NA World Services could identify goals and develop long-range planning "based on its new, clear statement of purpose" (CG 109). The WSO Board of Directors repeated this solution to the problem of conflicting goals, conflicting policies, and lack of long-range goals and planning clearly when they stated the need for the "development of a global consensus of a vision for NA" (CG 144).

The following is a rationale for each segment of the vision statement for world services:

<u>1.2.1 Description of vision</u>

*NA World Services' vision is our commonly held sense of the highest aspirations that set our course. If we all fix our sights on the same star, we can be sure we are all heading in the same direction. Our vision ought to be our touchstone, our reference point, inspiring all that we do.*

Before we can identify long-range planning and long-term goals, we must first identify "our commonly held sense of the highest aspirations which set our course." For only then can we "be sure that we are all heading in the same direction." For this reason, NA World Services must identify a reference point to which we can refer in formulating *every single project* undertaken by world services. For every project and initiative undertaken by NA World Services, we ought to be able to clearly identify its relevance to our common purpose or "vision."

<u>1.2.2 Our Primary Purpose</u>

**All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed:**

*A Temporary Working Guide to our Service Structure* states the reason for the existence of world services as: "The basic purposes of our world services are communication, coordination, information, and guidance. We provide these services so that our groups and members can more successfully carry the message of recovery, and so that our program of recovery can be made more available to addicts everywhere" (TWGSS 9).

The "primary purpose of the groups we serve" is stated clearly in our Fifth Tradition: "Each group has but one primary purpose -- to carry the message to the addict who still suffers." This is furthered by the First Concept which states: "To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole."

The Fifth Tradition offers all levels of service a clear mandate: our "business" is about striving to carry a message of hope to suffering addicts. All that we do in the course of NA service must be inspired by this common purpose. The Fifth Tradition is the "common ground" upon which we all stand.

Therefore, if our Fifth Tradition is our common purpose, then every project or initiative  world services undertakes should help to further that purpose.

## 1.2.3 Worldwide Fellowship

**Our vision is that one day:**

- **Every addict in the world will have the chance to experience our message in their own language and culture and find the opportunity for a new way of life.**

World services in recent years has made a significant commitment to advancing our message throughout the world to addicts. The development of an Additional Needs Panel in 1989, formalization of the "Development Forum" in 1992, the affirmation of zonal forums in that same year, and many other conference actions attest to this growing commitment. Additionally, in 1992 the WSC approved a resolution which included the affirmation that "Narcotics Anonymous is a worldwide fellowship whose primary purpose transcends national boundaries, cultural barriers, and linguistic differences" (TWGSS 27).

This commitment to the development and support of a worldwide fellowship is repeated in the group, area and regional surveys conducted by the Composite Group in 1993-4. For example,
- 83.7% of groups surveyed agreed that "World services should devote time and money to assist in the growth of new NA communities worldwide" (CR 17).
- Approximately 80% of areas surveyed said that their ASC "would like world services to help new NA groups and new NA communities" (CR 26).
- Among regions, 100% agreed that world services should help new NA communities with the translation of written communications and literature,
  - 97.7% said that those communities should be assisted with written service communications in their own language(s),
  - 79.1% with subsidized literature sales,
  - 76.7% with service coordination,
  - 62.8% with Trusted servant visits, and
  - 51.2% with funded travel (CR 36).

From these statistics, and throughout our discussions with the members invited to our "vision" meeting, the Resolution Group concluded that part of the overall vision of NA World Services should include this commitment to our primary purpose as it affects NA communities worldwide, as well as addicts with additional needs.

<u>1.2.4 Unity and Cooperation</u>

- **NA communities worldwide and NA World Services will work together in a spirit of unity and cooperation to carry our message of recovery.**

This portion of the vision statement arises from the Inventory material which clearly demonstrates that there are serious divisions among our fellowship with regard to the direction and purpose of world services as they relate to the fellowship at large. Additionally, the Inventory material demonstrates that there is a serious lack of trust and confidence in world services.

These divisions are most readily apparent in the fellowship surveys. For example, while 64.4% of groups surveyed said they trusted world services, "fully a third of the survey respondents said no (10%) or doesn't know (23.2%)." As the Consultant's Report indicates, ". . . a service organization should have a greater positive response, especially in the case of an organization as NA, whose mission is one of trust, providing support and needed services to the suffering addict" (CR 13). Only 54.7% of areas responding had "confidence in world-level trusted servants" (CR 24), and only 58.1% of RSCs responding said that they trusted world services (CR 33).

This lack of trust is also indicated by the lack of satisfaction among survey respondents regarding the way world services uses NA funds. For example, over half of NA groups surveyed (51.3%) "said that they don't know of they are satisfied with the way world services uses NA money and a total of about 65% said they don't know or disagree" (CR 15). Only 17.5% of areas responding were satisfied with the way world services uses money (CR 25), and only 46.5% of RSCs responding said they were satisfied with the way world services uses NA money (CR 35).

While the validity of these survey results has been questioned from all "sides" of the issue, one thing is clear: World services does not currently have the trust or confidence of the fellowship at large necessary for true unity and cooperative service efforts. However, as the old saying goes, "it takes two to tango," and responsibility for the divisions which exist among us must not only be assumed by world services. That responsibility must also be laid at the feet of NA communities themselves.

As identified in the WSC self-assessment in 1994, "regional 'wants' rather than the interests of the whole fellowship is what motivates many participants. The conference has a tendency to micromanage world services from the conference floor, demanding that everything be done 'just this way' according to various participants' specific visions of how things should be done" (CG 61). Solutions to this problem identified by the conference include recommendations that "Representatives work toward common solution[s]" to our common problems

(CG 82), and that representatives need to "respect recommendations of leaders" (CG 82).

The upshot of this portion of our recommended vision statement is this: both NA World Services as a whole and regional representatives, are responsible for the divisions "which would tear us apart." It is only through working "together in a spirit of unity and cooperation" that we can best help to further our primary purpose. It is the hope of the Resolution Group that all NA members' unequivocal commitment to our common goal of Tradition Five can help to heal the distrust and suspicion which continue to prevent our service efforts from being the best they can be. World services must make every effort to listen to the fellowship's wants and needs and respond to them. By the same token, it is the responsibility of every representative to consider what is best for *NA as a whole* when proposing or ratifying service projects and initiatives, and not remain fixed in the territorial desires of their individual constituencies.

### 1.2.5 Public Relations

- **Narcotics Anonymous will achieve universal public recognition and respect.**

Our groups and our members do an excellent job of carrying the message of hope directly to the suffering addict. But many addicts seeking help are not in our meetings receiving this message; they are in the office of a professional, or involved in the court system, or being counseled by clergy, or "helped" by frustrated family members. It is critical to our mission of helping addicts that these people who influence addicts in their pursuit of help are aware of NA and respect it for the viable recovery option that we know it to be. This education of the public at large and those professionals who deal with addicts is an important responsibility of world services. This responsibility is particularly urgent in countries where governmental "sanction" is necessary before addicts are even permitted to openly meet with one another, but it is relevant    . everywhere that the "public image" of Narcotics Anonymous needs improving.

The fact that there is no real supporting documentation in the Inventory materials for this segment of the vision  statement reflects, at least in part, the North American bias of the Inventory results. While many of us are familiar with prejudices among the professional community regarding NA's viability as an option for addicts seeking recovery, we may not be aware that, in parts of the world, national governments must approve of NA meetings before they can even occur.

As our fellowship expands throughout the world, part of our primary purpose will increasingly include interaction with governmental agencies, as well as with professional organizations. *A Temporary Working Guide to Our Service*

*Structure* clearly locates the responsibility of public relations within the World Service Office (TWGSS 10). For this reason, the Resolution Group has included the responsibility of public relations within the vision for NA World Services.

<u>1.2.6 Spiritual Principles in Service</u>

**Honesty, trust and goodwill are the foundation of these ideals. In all our service efforts we pray that a loving Higher Power will guide us.**

In the end, the Resolution Group affirms that, while NA is a worldwide fellowship, the service which we all undertake in order to further our primary purpose will be enacted by *individuals*. The vision which we have outlined above for NA World Services is noble -- it encompasses the "ideals" to which we should aspire in our service efforts. However, in order for these ideals to be realized, individual members must serve honestly. We must carry out these efforts in a trustworthy manner, and we must trust that individuals who are acting on our behalf in service will be guided by the goodwill that is the foundation of our Fifth tradition.

The program of Narcotics Anonymous is not "ours," to do with as we please. It is a gift from our Higher Power. The vision for NA World Services which we eventually endorse by consensus must account for the spiritual nature of our service efforts. It must also always be guided by our one ultimate authority -- a loving God as He may express himself in our group conscience. If we base our service decisions now and in the future upon the same values and principles which direct our personal recovery, we will insure the prosperity of Narcotics Anonymous for many years to come.

**1.3 Impact of resolution on current practices**
The Resolution Group believes that vision statements are what bring widely diverse people within an organization together in their understanding of a common goal. Once the members of a group/organization agree on a written statement of their common vision and purpose, they can refer back to it, point to it on the wall, remind others of its origination. In so doing, participants are brought back to basics and can remember the primary purpose and reason for their gathering.

We therefore believe that the identification of a common purpose for NA World Services, in the form of a vision statement, will provide the foundation for healing among ourselves. It will provide a consensus among us as to what the purpose of world services should be. And it will lay the groundwork for long-range planning and long-term goals which will unify our service efforts, as well as our entire fellowship, upon the common ground of our primary purpose.

We do not feel that this is a final product. We do believe it is an important step in the right direction and hope that the members of the conference see fit to continue with it in keeping with all of the discussion, input, frustration, and desire expressed during these past months and years.

We therefore present you with the same challenge we gave ourselves: Stay focused on the primary goal of this entire resolution process. Look at the big picture. Know that change has to occur and no one person or group of persons has the "one" answer that will make it all work "right." Let your vision take over and imagine what the world can be if we all strive toward our common goal, remembering what those ties are that truly bind us together.

## MISSION STATEMENT FOR THE WORLD SERVICE CONFERENCE

## 2.0 Statement of the Identified Problem

The 1994 World Service Conference identified in its self-assessment that it has "no clearly stated, single purpose." Even more tellingly, it identified that it has "no clearly stated objectives" (CG 64). Not only do the various "elements" of the WSC have no clear sense of purpose or understanding, collectively, of what they are charged to do; they also have no clear collective sense of what objectives the actions which they take ought to have.

The results of this lack of purpose and objectives are alarmingly clear in the fellowship survey results. Only 52.4% of groups responding believed that "decisions made by world services reflect the overall conscience of NA groups" (CR 18). Less than half of areas responding (47.1%) felt that "decisions made by world services reflect the overall conscience of the NA groups" (CR 28). And less than half (48.8%) of regions responding said that they were "satisfied with the support [they] receive from world services" (CR 33). As the Consultant's Report states, this "response . . . indicates a feeling that world services, at the highest level of the NA organization, is not representative of the fellowship and is not representing the best interest of the groups" (CR 28).

The Consultant's Report summarizes this problem with stark clarity: "In reviewing the full spectrum of data provided to us, it is almost immediately apparent that the organization has failed to grow, not because of the lack of validity of its philosophy or the need for its services (the availability of a large population of still suffering addicts). It has failed to grow because there is a great deal of confusion at the top levels of the world service structure. This confusion results in perceptions of lack of trust and uncertainty over the value of services provided by world services at the lowest levels of [the] organization" (CR 102).

As the Consultant's Report again makes clear, "If the message at [world services] is to serve the entire organization, then the people employed (either voluntary or paid) should have a mission statement, measurable goals, [and] be accountable for their actions. . . ." (CR 98-99).

## 2.1 Statement of the Resolution

With a good understanding of our vision comes the sense that we know what we want as a worldwide fellowship. Our vision is lofty. Some would even say it is unattainable. However, it isn't as important whether or not we ever get where we're going, but that we are all headed in the same direction, striving for the same ideals. Our vision gives us that direction.

We chose to write a mission statement for the WSC because it is unique among the elements of world services. The WSC is less an entity than an event. It exists in the time and place where all the elements of world services come together to further the common welfare of NA worldwide. And yet, the WSC is more than an event. It is also an entity, to the extent that it has existence while the meeting is going on. It makes decisions and speaks with a collective voice. And this is a powerful voice, for it represents the collective conscience of the entire fellowship of Narcotics Anonymous.

We chose to write the mission statement for WSC because of the size and diverse composition of the WSC. It would be impractical for that group to write its own. The vision statement we have produced could stand as is, if the conference is ready to accept it as is, or it could serve as a starting point for a final draft to be produced in the next phase of this process.

We defined vision  as *what we believe we can be*, in the best of all possible worlds, as servants to a global fellowship of recovering addicts. We define mission  as what *we believe we can do* at the World Service Conference to best serve the groups toward furthering our primary purpose.

In that spirit, we offer the following as a mission statement for the World Service Conference:

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**The World Service Conference brings all elements of NA World Services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:**

- **Participants can propose and gain fellowship consensus on initiatives which further the World Services Vision:**

- **The fellowship, through an exchange of experience,  strength and hope, can collectively express itself on matters affecting Narcotics Anonymous as a whole;**

- **NA groups have a mechanism to guide and direct the activities of NA World Services;**

- **Participants ensure that the various elements of NA World Services are ultimately responsible to the groups that they serve;**

- **Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.**

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## 2.2 Rationale for the Resolution

The following is a rationale for each portion of the WSC Mission Statement:

### 2.2.1 Our Common Welfare, and the WSC as an Event

**The World Service Conference brings all elements of NA World Services together to further the common welfare of NA. The WSC mission is to unify NA worldwide by providing an event at which:**

The elements of NA World Services, in our proposed structural resolutions, consist of World Service Representatives (who will represent their "Geographic Divisions"), World Board Members, members of active ad hoc committees, and WSO staff. In this model, the purpose of the WSC is to bring these elements together to "further the common welfare of NA." In keeping with our Seventh Concept, the WSC brings *all* elements of world services together to insure full participation in its decision-making processes (GTS 10), though ad hoc members will have no voting rights, and the World Board will have only one collective vote. In our model, the balance of power is shifted onto the World Service Representatives who are elected by their Geographic Divisions.

As our vision statement suggests, our Fifth Tradition should be at the heart of everything that we do. The common welfare of NA is thus tied inextricably to our primary purpose. The WSC's overall mission, therefore, is to unify NA by seeking ways to improve our worldwide fellowship's collective efforts to carry the message to the addict who still suffers.

It is stated in *A Temporary Working Guide to Our Service Structure* that "the conference is not an entity, it is an event – the coming together" (TWGSS 13). The RG believes that this distinction is important, and our earliest reports sought to point this out. After much discussion and feedback, we adjusted our description of this only slightly. While it is useful to think of the WSC as primarily an event, because it has no independent existence when it is not in session, it is also useful to think of it as an entity during that short time when it is in session. The WSC must have full authority over all elements of world services. It creates and expresses worldwide unity, it guides and directs, it delegates, it ensures accountability, it provides a mechanism for the groups to express their authority. We are committed to the vision of a strong WSC whose decisions will reflect the overall conscience of our groups. When the World Service Conference brings its session to a close, it delegates its authority to the World Board to carry out its expressed will for the remainder of the conference cycle.

## 2.2.2 Fellowship Consensus

**Participants can propose and gain fellowship consensus on initiatives which further the World Services Vision:**

Rather than being primarily a forum for debate, where each side entrenches and defends their position in an effort to prevail, the World Service Conference should be a forum for consensus-building, where all sides share their perspectives in an effort to create initiatives which further our common welfare. The World Service Conference should feel more like a workshop than a deliberative body. Diverse perspectives should be aired in a lively discussion atmosphere whose objective is unity and a common bond. Out of this atmosphere should emerge resolutions about initiatives that are to be taken up by the World Board and/or the ad hoc committees.

An initiative is a proposal that is well-defined. It is made up of a project several projects, each with its own project plan. Each plan has a beginning and an end. It has a specific objective that is clearly stated so that everyone can know when we have succeeded or if we have failed. It has a specific time frame so that we can know when we can expect results. It has a specific budget so that we can know what it is projected to cost and determine if a successful completion is worth the money.

Projects resulting from these initiatives should always be in line with our vision. Just as a group should make decisions that further its primary purpose, so also should world services only approve projects that further our vision. It is our vision that keeps us focused and on track so that we don't stray from our purpose.

In its self-assessment, the World Service Board of Trustees acknowledged that, as a board, they needed "to become focused on fellowship needs and have the fellowship itself identify the most relevant issues at the time. [They] then need to be responsive to those needs" (CG 91).

The Resolution Group affirms that the same criticism and the same solution apply to the World Service Conference itself. It is important that the authority to do the work of world services be delegated by the groups, and that this delegated authority is reaffirmed at each World Service Conference. Just as in a business, work can only be delegated by those who have power. Our second concept states that "The final responsibility and authority for NA services rests with the NA groups." It is the NA groups who bear the ultimate responsibility and authority for all levels of service: areas, regions, geographic divisions and world services as a whole. The WSC is the event where the chain of delegation moves through the geographic divisions on to world services.

## 2.2C Collective Expression of Experience, Strength and Hope

**The fellowship, through an exchange of experience, strength and hope, can collectively express itself on matters affecting Narcotics Anonymous as a whole;**

Exchanging experience, strength and hope is what our recovery is about. It is also the most valuable communication that occurs in service. The World Services Inventory has identified many problems with the way we do business at the WSC: "Struggle and competition, rather than cooperation and mutual support, characterize conference proceedings" (CG 61). "Politics divert the conference from handling motions in a calm, considered manner" (CG 61). "'Motion madness' – an obsession with making, debating, amending, and voting on business motions – is compounded by a 'taking care of business' mindset; the format of the *Conference Agenda Report* reinforces this" (CG 61).

Somehow, we seem to have gotten away from the idea that service is the active expression of our loving concern for the still suffering addict. Under Tradition Nine in *It Works: How and Why*, we are warned about the dangers of organized service in Narcotics Anonymous: "Prudence is one of the guiding principles behind the Ninth Tradition. . . . There is nothing that will complicate the simplicity of NA, as such, more than a needlessly elaborate array of committees, boards, and subcommittees. . . . Those boards and committees are not called upon to govern Narcotics Anonymous; they are called, rather, to faithfully execute the trust given them by the groups they serve. . . . Our fidelity to the Ninth Tradition assures that the simple, spontaneous atmosphere of recovery shared one addict to another . . . is never organized, legislated, or regulated out of existence" (*It Works* 194-95).

We would do well to bear this simple advice in mind during the reformulation of our World Service Conference.

## 2.2.4 Groups have final authority

**NA groups have a mechanism to guide and direct the activities of NA World Services;**

The Second Concept states our common mission clearly: "The NA service structure has been created by the groups to serve the common needs of the groups. Our fellowship's service boards and committees exist to help groups share their experience with one another, provide tools which help groups function better, attract new members to group recovery meetings, and carry the NA message further than any single group could carry it alone. Because the groups have created the service structure, they have final authority over its affairs" (CT 4).

Delegation, by definition, never goes up the chain of authority. Delegation occurs when responsibility and authority are freely handed down from those in authority to those who report to them. This delegation requires trust, and trust must be earned. By our reading of the inventory materials, and through our own often painful experience, we are keenly aware that trust is hard to come by right now. Only a strong World Service Conference, clearly guided by the groups it serves and our Ultimate Authority, can fix this problem.

## 2.2.5 Accountability

**Participants ensure that the various elements of NA World Services are ultimately responsible to the groups that they serve;**

Concept Five states, "For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined" (CT 11). The ongoing functions of world services and the individual projects that are delegated to them each have a single point of decision and accountability. They are all accountable to the WSC. This is the mechanism that makes them ultimately responsible to the groups that they serve. The reports and presentations of work accomplished guarantee that each body is doing exactly what they were assigned to do. Of course, if they are drifting off the course of our vision, the community of participants at the WSC will appropriately correct them.

## 2.2.6 The Joys of Selfless Service

**Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.**

Rather than being exhausted and disgusted at the experience of taking part in an exercise in futility and insanity, it is our hope that participants will come to the end of each conference with an attitude of gratitude for having had the opportunity to further the primary purpose of Narcotics Anonymous. The deep understanding that NA is bigger than we ever imagined should help each one of us put aside our differences for the sake of the unity of the fellowship. We ought to be able to leave the World Service Conference knowing that, because of our efforts, addicts in all parts of the world will have a better opportunity to find recovery.

## 2.3 Impact of Resolution on Current Practices

The Resolution Group believes that the impact of having a mission statement for the World Service Conference will help to reorganize our collective priorities, as well as influence the way we do "business" while we are there.

When we sort through the current muddle that is our WSC today, we find a handful of objectives which need to be accomplished by the WSC: First, the conference needs to acknowledge its accountability to the groups of Narcotics Anonymous and needs to *act* in accordance with that accountability by enacting projects and initiatives approved by them or their representatives (though those projects can be *suggested* by the World Board, they must be *approved* by the World Service Representatives). Second, the groups, along with the rest of our service structure, must delegate the authority to world services to carry out their directives. Third, world services needs to report back to the fellowship on the progress of various directives to help insure world services' accountability to the groups they serve. Fourth, the WSC needs to provide a forum for the sharing of experience, strength, and hope internationally. And fifth, the WSC should be a collective embodiment or representation of our worldwide unity. Literally *everything* that happens at any WSC should fit into one of these five simple objectives.

The Resolution Group believes, therefore, that these simple objectives, as outlined in the WSC Mission Statement, can serve as direction to the WSC, who currently acknowledge their own lack of purpose, direction, and objectives.

## STRUCTURAL RESOLUTIONS FOR NA WORLD SERVICES

## 3.0 Statement of the Problem

The Consultant's Report states very clearly that our current system is not working. In that report, the consultant affirmed that "The complex NA organizational structure of two boards and a large number of committees was not supportive of good communication or focusing on the primary NA mission to support the suffering addict through recovery" (CR 6). That report continues: "Additionally, the organization is so intertwined in committees that two results have occurred: 1. Not exercising its full potential of leadership. 2. A lack of clear objectives that must be identified and accomplished. Because of the overabundance of projects, directives and committee involvements, a series of objectives aligned with the vision are often not properly prioritized" (CR 102).

We were directed to consult various sources of information for use in forming our structural resolutions, all of which revealed complicated and messy problems which arise from our structure. These problems really don't allow for neat categorizations or simple solutions. However, they can be roughly organized under three categories: first, long-range planning and project oversight; second, "turf wars" and duplication of services; and third, funding and budgetary concerns. The following is a representative overview of the problems identified in each of these three categories:

### 3.0.1 Long-Range Planning and Project Oversight

Virtually every standing board and committee identified as serious problems a lack of long-range planning--either within their board or committee, with world services as a whole, or both. For example, the Board of Directors identified a lack of long-range planning, and the one-year conference cycle, as serious problems in the accomplishment of world service goals (CG 88). They also identified the "acceptance of unplanned projects" within world services as a serious problem which produces inferior results in service projects as a serious problem (CG 89). Similarly, WSC H&I said "inconsistent planning" was a problem (CG 124). WSC PI (CG 128), WSC Literature Committee (CG 136), and the Board of Directors (CG 144) all recognized a lack of planning and long-term goals as serious problems in world services. The BOD also identified conflicting goals and policies as a serious problem, which points to the necessity for more organized and centralized project oversight (CG 144). The 1994 World Service Conference, in its self-assessment, also recognized a lack of project planning and oversight as a significant problem: "There is no long-term focus either for WSC or for NA as a whole. We live from year to year. Leadership does not encourage long-range planning. [. . .] WSC is task-

oriented vs. long-range. WSC doesn't look at the 'big picture' -- it is reactionary, crisis- and dollar-driven, all short-term" (CG 67).

### 3.0.2 "Turf Wars" and Duplication of Services

Long recognized as a serious problem in world services, "turf wars" received significant mention in board and committee self-assessments. The Board of Trustees stated that "World service boards and committees do not communicate openly or frankly when communicating their positions on issues or projects to other boards and committees. Most of the time, boards and committees design their communications so as to protect their territory or limit the disclosure of useful information" (CG 101). Similarly, the Interim Committee identified "turfism" as a significant problem, stating that "pet projects continue to be championed by individuals" (CG 107). The World Service Conference itself recognizes "turf wars" as a significant problem, stating that "Leaders compete for tasks and projects to perpetuate their jobs" (CG 65).

Duplication of services, a corollary to "turfism," was also identified as a serious problem. The World Service Conference stated that duplication of services, undefined boundaries, and a general lack of direction were all serious problems, resulting in: "Overlap of services (H&I, PI, Outreach). Blurred lines between WSB and committees when assigning tasks. Top-heavy structure (too many boards). Inconsistent criteria for establishing priorities. Committees become specialized, create turf wars" (CG 68). Similarly, WSC Policy stated that "Policy work is duplicated by other boards and committees. Policy work is overlapped (for instance, WSB Internal Affairs worked on nominations while Policy worked on elections). There is no single point of accountability between conferences" (CG 120). The Board of Directors also stated that duplication of services in world services is a problem, springing from "conflicting policies and jurisdictions" (CG 145).

### 3.0.3 Funding and Budgetary Concerns

The third area of concern which is tied to structure is the budget. This category can be divided into two sections: budget management, and lack of full funding for conference participants.

Regarding budget management, the Board of Trustees stated that, "Budget management [under the current system is] not conducive to fulfillment of goals, long-range planning" (CG 95). WSC Policy Committee recognized "inadequate funding and inadequate budgeting" as a problem, stating that, "Inadequate funding results in undue personal expenditures and limits participation in world services. There is no standing criteria for funding" (CG 212). The WSC Literature Committee also recognized a, "lack of funding and WSC criteria for funding allocation" as a serious problem (CG 137). And the Board of Directors

stated that, "World services are not cost-effective, specifically in areas of world services where services are duplicated" (CG 147).

The World Service Conference itself recognized the lack of full funding for conference committee members as a problem, stating "Lack of full funding for all conference committee members creates inequality between committees. In addition, it prevents many regions from participating" (CG 69). This concern was reiterated by the Outreach Ad hoc Committee (CG 115).

## 3.1 STATEMENT OF THE RESOLUTION

The Consultant's Report makes reference to the following analogy when discussing organizational structures: "Organizational structures can be compared to the frame and beams of a house, while a house can potentially stand with a weak frame, a minor adverse condition, say a strong wind, will bring down the house. [world services must] ensure that [its] organization has a strong foundation to grow during prosperous times and withstand adverse conditions during difficult times" (CR 99).

If it is a new house which we want to build, one sane method of so doing is to commission an architect to sit with us and walk us through all the aspects of building it so that we get what we want. At some point the architect presents a drawing of the outside of the house (or a model) for us to look at. We talk some more and decide the outside appearance of the house. Once that is established then the architect might want more information on the inside of the house (bathrooms, sizes of rooms, windows, doors, etc.). These internal components are important, but they can be made to fit just about any external structure. Eventually we agree on the house we want built and the work is begun.

The Resolution Group has seen itself throughout this phase of the resolution process in this role, as your architect. What we are presenting is an exterior view of world services (a model, or a drawing). We are ready to discuss the *exterior* view of world services and talk somewhat about the interior but we do not have all the detail yet, because the interior is not what is crucially important at this time. Once we agree on the *outside* then we can get going on the inside (in our case the policies and procedures necessary to make the structure work).

The Resolution Group is therefore proposing an architecture (a foundation for change) as opposed to a detailed proposal for any structural changes. The structural diagram on the next page shows this architecture and the accompanying text explains the elements and their relationships.

# World Service Conference

## World Service Representatives
Elected by the Geographic Divisions

## World Board
Long Range Planning, Oversee WSO, Fellowship Intellectual Property Trust, World Literature Development Plans, World Tool Development Plans, Unified Budget, WSC, World Services Travel Policy, Translations Policy and Priority, Ad-hoc oversight, World Pool Skills Mix, Report Generation (NO editorial rights)

## Geographic Divisions
Each could contain:
Office
  Service Delivery
  Tool Tailoring
Conference
  Boards & Committees

North America (?)

Continental Europe (?)

South America (?)

Asia Pacific (?)

## Ad-hoc Committee Structure
Project Based - Name, Nature, Purpose, Principles, Service Structure, Literature Development, Policy, etc.

## WSO
Exec Management
Management Team
  1) Fellowship Services
  2) Operations
  3) Distribution
  4) Human Resources
  5) Public Relations
  6) Communication
  7) Planning
  8) Finance
  9) World Convention

## World Pool
Resources offered by the Geographic Divisions to be selected for service positions

## 3.2 STRUCTURAL ELEMENT AND THEIR RELATIONSHIPS

### 3.2.1 Geographic Divisions

Just as regions now send representatives to the World Service Conference, Geographic Divisions will send representatives to make up the new World Service Conference. There are many regions around the world now, and each sends a single representative and an alternate to the conference. In the new structure, there would be a small number of Geographic Divisions — perhaps five to seven — and each would send a larger number of representatives to the conference — perhaps four to six. This would keep the conference to about twenty-five to thirty-five World Service Representatives.

Size and Breakdown
While we do not wish to draw any lines to create these Geographic Divisions at this time, we offer the following examples to give a picture of their approximate size and nature: North America, Central America, South America, Europe, Asia Pacific, Africa. These Geographic Divisions could structure themselves in a manner which best fits their needs, but some common elements may include a divisional office, conference and board. Because our focus was on the world level, we did not discuss many specifics about these divisions. This will no doubt be an important focus of the group to follow ours.

Autonomy
The issues surrounding the autonomy of these divisions will need to be balanced carefully. The ideal which provided a basis for our structural resolutions was of a single, unified, worldwide fellowship on the one hand, and empowered, flexible, autonomous divisions on the other. The conceptual fidelity of all our literature and the basic nature of our program would need to remain intact around the world, but culturally relevant literature, translations, and service practices could emerge and develop differently in various Geographic Divisions.

Literature
In general terms, we believe that all the major pieces of literature which describe the basic nature of our program and its principles should continue to make up the core literature for all Geographic Divisions. These will continue to be translated into all languages where our fellowship is developing. Each geographic division, however, may have literature of its own where it identifies needs peculiar to its own cultural, linguistic, or geographic circumstances. Some of this literature may filter up and become approved by the World Service Conference for use throughout the world.

### 3.2.2 World Service Conference

The conference is the event at which all parties in world services come together to set the agenda for the coming conference cycle. The phrase "conference cycle" refers to the period of time in between meetings of the conference. This may be one year, two years or more, depending upon what is deemed appropriate by the WSC at the time.

Primary Focus

The World Service Conference does not concern itself with detailed matters of implementation or execution of projects, but rather it focuses on matters of strategic direction and long range planning. It reviews the strategic plans submitted by the World Board, and ratifies them or calls for changes. It considers proposals for the creation of ad hoc committees and acts on those as well. It reviews the proposed annual budget and ratifies or modifies it. These matters should be well communicated in advance, and developed with sufficient input from the World Service Representatives to require only a minimum of debate and deliberation at the meeting of the conference.

In addition to exercising its authority in this way on behalf of the NA groups, the World Service Conference provides a forum for establishing and maintaining the worldwide unity of Narcotics Anonymous as a whole. Substantial time is devoted to sharing experience, strength, and hope among all the participants. It functions as a large-scale workshop, bringing leaders from all Geographic Divisions together with all the World Board members and World Service Office management staff for a week of sharing and vision-building to ensure the effectiveness and relevance of world service efforts. It is a week of sharing, of pooling experience, of inspiring one another, and of setting course for another conference cycle.

Membership, Voting and Decision-Making

For those aspects of the World Service Conference where voting is required (much less than today's conference), each of the World Service Representatives has a vote and the World Board has one collective vote. All other board members are full non-voting participants, as are all WSO management staff and all ad hoc committee chairpersons. The ideal for this meeting is that it be fully inclusive of all who have substantial responsibility for world services, while at the same time being the event at which representatives of the groups officially delegate to the World Board the responsibility and authority to go ahead with the plans at hand.

The World Service Conference may choose to pass resolutions, or approve statements of common understanding on a variety of topics. It seeks always to find common ground, to build consensus, to work toward a common worldwide vision for the common welfare of Narcotics Anonymous.

### 3.2.3 World Service Representatives

These are the representatives sent from the Geographic Divisions to the WSC. They each have a vote at the conference itself, and they serve throughout their term as communication conduits between their Geographic Divisions and world services. These may be compared to today's RSR's, but with some important differences. While the RSR is often viewed as a regional level position whose responsibilities extend to the world level, the World Service Representatives are world level trusted servants whose responsibilities extend to the divisional level. These trusted servants are offered to world services as resources that may be used on ad-hoc committees, on the World Board, or on focus groups studying a particular issue and making recommendations.

Because we envision a very different World Service Conference than the one that exists today, we also envision a very different kind of role for the World Service Representative. Rather than being a body which spends most of its energy debating motions, the new WSC should have much less to debate, as discussed above, and should spend most of its time building a common vision for world services.

Perhaps four to six World Service Representatives will be sent to the conference from each geographic division, funded from the unified budget of world services. There would be no alternates, and terms would be staggered so that there are always new representatives and those more experienced serving at the same time. They should all come to the conference empowered to fully engage in discussions and decisions in a spirit of partnership and in pursuit of the worldwide unity of NA. Their primary allegiance will be to the worldwide fellowship, not their particular geographic division. They will be responsible to communicate in both directions between world services and their geographic division, bringing their unique perspective to both as advocates for our common welfare.

Between conferences, World Service Representatives serve as a communications conduit, and also may serve on one ad hoc committee or focus group at a time. Along with the World Pool, they are available to be selected for these positions by the Human Resources Panel when such positions become available.

### 3.2.4 World Pool

Each geographic division selects a specified number of people, perhaps ten or so, from among its membership and offers their service resumes to the World Pool for a conference cycle. This pool then becomes the group of trusted servants available for selection to the World Board as well as various ad hoc committees or focus groups. Each year the World Board will notify the Geographic Divisions of what particular skills or background is currently

needed, and the Geographic Divisions will attempt to send the most appropriate candidates.

<u>Terms</u>
Each person in the pool is placed there for one term, equal to a single conference cycle. There is no limit to how many times a person may be placed in the pool by their geographic division. They have no responsibilities while in the pool, though they will be included in a number of communications to keep them abreast of current world services issues. While they are in the pool, they are carefully assessed by the Human Resource Panel, who will select them from the pool and recommend them to the conference or board for an open position.

When members are selected to serve on a board or committee, they are no longer considered to be in the pool. When their term is up or their ad hoc committee is dissolved, they return to the pool only if their term is not yet up. If their term is up they are not returned to the pool, but their geographic division may elect to return them to the pool at the beginning of the next conference cycle.

### 3.2.5 Human Resource Panel

Each geographic division designates one of its World Service Representatives to sit on the Human Resource Panel each conference cycle. This panel is staffed and facilitated by the WSO Human Resources Director. Its primary function is to select members from the World Service Representatives and the World Pool as nominees to serve on the World Board and the ad hoc committees. They would carefully assess each representative and pool member through interviews and written assessment procedures, and make informed decisions to match members to open service positions. They do not have authority to appoint members, but only to offer individuals or slates as nominees for positions that are open. The actual selection is made by the conference or the board as specified by established procedure for the particular open position.

### 3.2.6 World Board

The World Board combines many of the functions of today's Board of Trustees, WSO Board of Directors and WSC Administrative Committee. It takes its direction from the World Service Conference, serving as the single point of authority and responsibility for carrying out the will of the conference when the conference is not in session.

Its primary responsibilities include strategic planning and execution, overseeing ad hoc committees, and delegating responsibilities to staff groups. (For specific areas and responsibilities, please see the structural diagram under section 3.1)

Board members themselves do not serve on ad hoc committees, and the board has a single collective vote at the World Service Conference.

While only the World Service Conference has the authority to actually set the strategic plans in place, the World Board has the primary responsibility for preparing them and executing them. If the board properly uses the world representatives, world pool members and WSO staff in both the planning and implementation, then there are no big surprises at the World Service Conference. The conference can function as an arena in which the Geographic Divisions can share experience, strength and hope, building worldwide unity and holding workshops on a whole variety of issues of the day.

The World Board is also responsible to administer the unified budget of world services. The World Service Conference establishes priorities and ratifies the budget for the current conference cycle. The board then administers that budget throughout the year.

### 3.2.7 Ad-hoc Committee Structure

There are no standing committees in the structure we are recommending. Instead, there are ad hoc committees of the World Service Conference which are formed to accomplish specific goals and are then disbanded. The proposal to form an ad hoc committee may come from the World Board, from a geographic division, or from the World Service Conference itself. This proposal should follow a standardized format which includes the goals to be accomplished by the committee, along with the timeline, the budget, and the human resources needed to accomplish them. When the goals are accomplished, the committee is dissolved. (For specifics about some of the areas of responsibility that may be handled by ad hoc committees, please refer to the structural diagram in section 3.1.)

Ad hoc committees are composed of trusted servants drawn from three groups: World Service Representatives, World Pool members and World Service Office staff. The initial proposal for an ad hoc committee includes a description of the human resources needed, both volunteers and staff. The Human Resources Panel is then given the task of selecting the appropriate people from the volunteer groups to be offered as a slate to the conference. The WSO staff members are selected by WSO management based upon availability and skills match. Under special circumstances, the conference may choose to have the slate of volunteers offered to the World Board for the final selection. An example of such a circumstance may be that the conference developed a plan for an ad hoc committee while it was in session, but the time needed to select the nominees extended until after the conference was over.

Ad hoc committees, through their leadership positions, are participants of the World Service Conference. They report directly to the World Board. They also prepare a report for the World Service Conference. The World Board has no editing rights to their reports. The ad hoc committees' participation at the conference is non-voting, and as with all conference participants, is funded through the unified budget.

Under exceptional circumstances, the World Board may form an ad hoc committee in the middle of a conference cycle. In that case, the board will report on those exceptional circumstances at the next conference, and ask the conference to ratify its decision to form the ad hoc committee. The board could create a "focus group" at any time for smaller-scale projects where they wish to draw upon the experience of the World Service Representatives and/or World Pool members. Ad hoc committees would be created only for larger, more resource-intensive projects.

### 3.2.8 World Service Office

The World Board has at its disposal in carrying out the will of the conference a substantial pool of human resources, both volunteer and paid. The volunteer resources include the World Service Representatives and the World Pool members. The collection of the employed human resources make up the World Service Office.

The office is responsible for the actual execution of most of the initiatives of world services. Its senior management report directly to the board. The typical chain of delegation within world services would involve the World Service Conference establishing the broadest strategic initiatives and directions, the World Board establishing the strategic and tactical plans within the parameters established by the conference, and the World Service Office staff organizing and performing the work.

With some specific exceptions noted below, we are not recommending substantial change to the World Service Office. The World Board would function in much the same way toward the office as does the current Board of Directors. The office would support the ad hoc committee structure in a manner not radically different from its current support of boards and committees. Perhaps the most important change we are recommending is in the removal of much of the duplication of the office's effort. By giving the board the ability to delegate responsibilities directly to the office, only creating committees when they are needed to provide something that couldn't reasonably be provided by the office staff, we eliminate the lion's share of the waste and duplication discussed in the world services inventory.

The changes we *are* recommending to the office, however, are intended to address some of the highest priority problems discussed in the inventory. We are recommending the creation of three senior management positions: a Human Resources Director, a Strategic Planning Director and a Public Relations and Communications Director. We're using the term director here to imply a senior management employee with the staff necessary to carry out their assigned responsibilities.

## Process Ownership

The concept of process ownership is key to understanding the proposed role of the staff members described below. When we say that the Planning Director, for example, is responsible to coordinate the strategic planning of world services, we do not mean that they actually create the plan. We mean that they are responsible to bring their professional expertise to bear in creating a solid planning process, and they prompt all the players and schedule all the events that make up the annual planning process. They "own" the process, and are responsible for it. Similarly, the Public Relations and Communications Director is not responsible to come up with the *content* of communications. That content is provided by the appropriate person or group doing the communicating. They are, however, responsible for bringing expertise to bear in developing a system of communications, prompting and guiding the process along to make sure that the world services communication goals and standards are met. Please bear this important distinction in mind as you read the description of each role.

## Human Resources Director

The entire human resource picture of world services includes both volunteers and paid staff. The Human Resources Director is responsible to manage the process of selecting and developing both. Human resources management is a fairly well-defined field, encompassing recruitment and retention, education and personnel development, compensation, and a variety of other functions, all of which would fall under the HR Director of the WSO.

The HR Director would staff and facilitate the Human Resources Panel described above. They would coordinate the process of reviewing the backgrounds and particular skill sets of everyone in the World Pool and all the World Service Representatives, so that informed decisions could be made when selecting board and ad hoc committee members.

The HR Director would create and manage the training program for both trusted servants and special workers. This program would include orientation programs for all key world service positions, and specialized training programs for a variety of volunteer and paid roles.

<u>Public Relations and Communications Director</u>
The responsibilities of this director would fall generally in two categories: managing the communications between NA and the public, and managing the communications between world services and the rest of the fellowship. They would be responsible to bring substantial expertise to bear in selecting communications media that actually get the message across, implementing communications plans which deliver the message, and verifying that the message is being received. In this case, "the message" means whatever message we wish to communicate to any audience at a given time. When a board, committee, or staff group wishes to get a message out to someone, the resources of the Public Relations and Communications Director would be used to identify the target audience and the proper vehicle.

Our inventory process revealed that, while a whole lot of words are being written and mailed by world services, severe problems exist in actually communicating as intended. The addition of this staff position would go a long way toward addressing this serious problem.

<u>Planning Director</u>
While strategic planning is a major responsibility of the World Board, and finalizing the strategic plan is the major focus of the World Service Conference, we are recommending the creation of a senior level staff position devoted to managing the planning process. This Planning Director would have MBA-level expertise and strong experience. They work closely with the Executive Director(s) and the board in developing long and short range plans, and preparing these plans for acceptance or modification by the World Service Conference. Once the conference has ratified a final version of a strategic plan, the Planning Director is then responsible to coordinate the process of converting them into project plans.

The final reports from the inventory came back time and time again to the fact that our world service structure has a serious lack of overall strategic planning. There are diverse elements often going off in different directions and duplicating each other's work. The primary focus of the Planning Director would be to facilitate a process throughout the year designed to keep all elements of world services focused on the same plan, working toward the agreed-upon goals, and applying sound planning and management principles to the projects at hand.

## 3.3 RATIONALE FOR THE RESOLUTIONS

The Consultant's Report stresses the need to find a solution to our structural problems. That report states that NA World Services must "first identify which parts of the organization clearly support carrying out the NA basic mission and

organize those 'line' functions into an 'operations division' to carry out providing the needed service through world service. Next, NA must structure the supporting parts of the organization such that they can provide the resources (ideas, dollars, people) to carry out the direct mission to provide the needed products and services. Finally, portions of the organization that overlap in function or do not contribute directly to producing needed products and services should be consolidated or eliminated" (CR 57).

It is clear from the fellowship surveys that those responding favor world service efforts which have direct bearing on carrying the message to addicts. For example, in the group surveys,
- 86% felt that the work of the WSC Literature Committee were valuable;
- 81% saw value in WSC H&I, 81% valued WSC PI efforts,
- 79% valued the work of the Translations Committee, and
- 80% valued the efforts of the WSO (CR 13-14).

These results were repeated in the regional surveys, where
- 90.7% valued the work of WSC Literature Committee,
- 90.7% valued WSC H&I work,
- 90.7% valued WSC PI effort,
- 86% valued the work of the Translations Committee, and
- 88.4% valued the efforts of the WSO (CR 32).

Certainly, these *functions* (though, as our structural recommendations make clear, not the committees themselves) must receive a high priority in future World Service efforts.

On the other hand, boards and committees whose functions seemed more "administrative" got much lower value ratings from the survey respondents. While
- 64% of groups responding saw value in the work of the WCC, only
- 56.2% valued WSC Policy,
- 53% valued the work of the Trustees,
- 53% valued Outreach,
- 50% valued WSC Admin., and
- 50% valued the work of the Board of Directors.
- Only 30% valued the work of Interim (CR 14).

Again, the regional surveys corroborate these statistics:
- 69.8% of RSC's responding valued the work of the WCC,
- 65.1% valued Outreach's efforts,
- 60.1% valued the work of the Trustees,
- 58.1% valued WSC Policy's work,
- 55.8% valued the work of WSC Admin., and
- 51.2% valued the work of the BOD,
- while only 27.9% valued the efforts of Interim (CR 32).

This is not to suggest that the services (administrative and otherwise) which these lower-valued boards and committees is without value. It does, however, reveal what the fellowship thinks should be a priority in world services: service projects which directly relate to our Fifth Tradition are highly valued, while administrative functions are seen as less crucial to the fellowship at large.

In light of these implicit priorities, the Resolution Group feels that all administrative functions within world service need to be consolidated into a single, administrative board, so that the production of services and materials which are meaningful to the fellowship can receive top priority. This recommendation is reinforced by the Consultant Report's evaluation of these statistics: "The response to this survey area identifies those organizations within the world services structure that provide valuable service efforts to support the primary NA mission to help the fellowship. Those organizations receiving ratings in the 45-60% 'yes' response range should be looked at for potential restructure, combination, or even elimination, if they don't support the primary mission" (CR 24).

### 3.3.1 Geographic Divisions

*A Temporary Working Guide to our Service Structure* indicates that "our world services work for the good of all NA. Although all parts of our service structure affect and are affected by NA as a whole, only at this level do we find service bodies designed to deal with problems which involve our entire fellowship" (TWGSS 9-10).

However, as the inventory material makes clear, the WSC is increasingly viewed as less than representative of our growing worldwide fellowship. The WSC itself has recognized that its "agenda is dominated by North American issues" (CG 61; 72). WSC PI also stated that their own committee "lacks global membership," and that they feel a "lack of participation by non-USA members" due to a lack of international nominees (CG 132). Similarly, the WSC Literature Committee recognized a "lack of cultural diversity among WSCLC membership" (CG 138).

In response to this growing concern, The WSC Policy Committee recommended the "exploration" of a "national level of service," which should included "cost equalization for the then-smaller pool of world level trusted servants" (CG 122). Similarly, the WSC itself recommended the "empowerment of zonal forums," and full funding of "all regional representatives and committee members" (CG 70-71).

These recommendations are in keeping with the Resolution Group's solution of Geographic Divisions. Such divisions reduce the number of representative

participants at the WSC, thereby decreasing the current participation problems attributable to the size of our current system. They will also make the possibility of full funding for all conference participants a realizable goal. Most importantly, they will allow North American issues to be dealt with in a national or continental forum, and thus "free-up" the WSC and enable it to finally deal with the worldwide issues which will increasingly face our fellowship as a whole.

### 3.3.2 Human Resources Panel

Concept Three advocates giving "careful attention to the selection of trustworthy trusted servants" when delegating authority to those trusted servants (CT 8). Our Fourth Concept affirms that, "Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants" (CT 8). The Fourth Concept also recognizes the need sometimes for specific skills in the completion of service projects: "In some positions, trusted servants need specific skills in order to act as effective leaders" (CT 10).

However, the inventory material clearly suggests that less than careful attention is often given in world services when electing or appointing trusted servants to positions in world services. For example, the WSC has stated that "Political correctness [is sometimes] being used to determine nominations to committees, boards." The statement continues: "WSC elections are competitive. 'The squeaky wheel gets oiled,' or in this case, elected. The election process the WSC uses makes informed choices difficult. The conference elects according to the 'flavor of the day'" (CG 66). Similarly, the WSO Board recognized that "Insufficient care [is] taken in selection of trusted servants" (CG 150).

The Resolution Group therefore agrees with the Board of Trustees' recommendation to formulate a "nominations panel that the WSC has faith in" (CG 97). This nominations panel (or, as we're calling it, the Human Resources Panel), will have the responsibility to identify members' skills and qualifications for election or appointment to service positions within world services, thereby instituting principles into the process of electing or appointing members to positions.

### 3.3.3 World Board

There are a number of direct references in the resource material to the single board as a solution to many of our problems. Beyond these "global" recommendations for a single board, there were also numerous references to the single board concept as a solution to particular problems within world services identified in the inventory project. These solutions can be roughly categorized under: lack of long-range planning and oversight; "turf wars" and

duplication of services; and funding/budgetary concerns. Below is a representative summary of how various "elements" of world services believed a single board would address these problems in our current system:

### 3.3.3.1 Lack of long-range planning and oversight

The Board of Trustees stated that the service structure needs to be "refined" to "produce single, clearly defined points of responsibility, planning accountability for each task, understood and accepted by everyone involved" (CG 88). Similarly, the Board of Trustees called for the creation of "a single board with a single system of committees." They also recommended that procedures be included "that will allow this board's standing committees to expand if the projects they are working on require it" (CG 90). Similarly, WSC Policy stated that "One body representing all world service interests and needs should be responsible for 'macro' planning, providing a structure within which committees/boards can develop 'micro' long-term plans" (CG 119). WSO Board of Directors also identified a single board as a solution to many of our problems, stating, "Restructure the service organization -- that is, create a single board, and give it a mandate geared to strategic planning (three- to seven-year range) at the board level and intermediate planning (one- to two-year range) in the board's working committees (CG 145).

### 3.3.3.2 "Turf wars" and duplication of services

To address the issue of "turf wars," the Board of Trustees stated the need to "Develop a service structure that replaces territorial lines with project planning that promotes the use of all available world services resources for the completion of any given project" (CG 101). Similarly, the Interim Committee suggested that we "Work toward creation of a single board, so time can be focused on the 'Big Picture'" (CG 107).

Regarding the issue of duplication of services, the World Service Conference suggested that "a single board would reduce duplication" (CG 68). The WSC Policy Committee recommended the development of "a service structure complete with specific delineation of responsibility, authority, and accountability, as per Twelve Concepts" (CG 120). The Consultant's Report suggests that NA World Services needs to reorganize "to focus on specific mission critical tasks, allowing for committees to operate under the facilitation of manager of communications or human resources or operation, thereby giving the committee a specific task to accomplish under one agenda not multiple ones. Reduce committees by 50% and focus on less tasks to be accomplished, however *complete* the tasks that were started" (CR 106).

*3.3.3.3 Funding and budgetary concerns*

Those boards and committees who suggested solutions to world services' funding and budgetary concerns all seem to be in agreement that a unified budget is the answer to many of our problems. The WSC Policy Committee, for example, recommended a "unified budget in which world services takes responsibility for all world service efforts. Increasing and stabilizing funding is part of this responsibility" (CG 121). Similarly, the WSC Literature Committee recommended "Ratification of unified budget at the conference in conjunction with long-term planning" (CG 137). And the Board of Directors recommend a "unified system" (CG 147) which would include a unified budget, "well-researched financial impact[s] on WSO with each motion, full and constant disclosure of finite WSO resources available to WSC, and a business plan" (CG 150).

## 3.3.4 Ad hoc Committee Structure

One of the biggest reasons for our advocation of an ad hoc committee structure targeted toward the completion of specific WSC projects is suggested by the WSC's own recognition that "bureaucracy is self-perpetuating" (CG 68). We believe that many of the problems which have arisen as a result of standing committees stem from the fact that boards and committees have created work for themselves in order to justify and perpetuate their own existence. We also believe, however, that an "adhocracy" will address other problems identified in the Inventory, which can be categorized under the following two headings: 1) funding of service projects, and 2) management and review of service projects.

*3.3.4.1 Funding of service projects*

A number of boards and committees cited problems with inadequate funding for their projects: the Outreach ad hoc (CG 116), the WSC Policy Committee (CG 119), WSC H&I (CG 125), WSC PI (CG 131), the Translations Committee (CG 143), and WCC (CG 158).

Under the proposed "adhocracy," each service project would be given a budget and timeline, similar to the "block grant" which WSC Policy recommended in the inventory for all service projects (CG 95).

*3.3.4.2 Management and review of service projects*

Management and review of service projects has also been identified as an ongoing problem in world services. The WSC H&I Committee, for example, stated that "Committee structure is poorly managed, [and that] delegation, clarity of roles and responsibilities, [and] lack of focused leadership were all problems within their committee (CG 125).

Similarly, the idea that a regular review of progress being made on particular service projects was sorely lacking in world services. The WSC PI Committee, for example, recommended an "annual review with a set of standards to evaluate effectiveness and productivity" (CG 128), while the Board of Directors stated that there is "Inadequate time for [an] annual review of work" (CG 147).

The recommended "adhocracy" addresses both of these issues. Here, all projects will be well-planned and their oversight is clearly mandated by the WSC to the World Board. Each project will be given a budget and timeline, which will help to insure a timely and efficient completion of the project, as well as clear lines of accountability during the project's development and completion. This recommended solution is reinforced by the Consultant's Report, which states that world services "should establish a comprehensive management review of every committee's purpose and eliminate those not directly committed to supporting the primary NA mission. Overlapping responsibilities should be considered. Fill the key positions with highly focused and skilled individuals. Establish clear goals and objectives for each committee and a 'sunset' requirement for when it goes out of business if its mission is not a continuing one. Establish and manage a 'strategic plan' to provide organizational focus and goals" (CR 111).

### 3.3.5 WSO

The Resolution Group agrees with the Interim Committee's assessment of the importance and indispensability of the World Service Office to the efficient and effective operation of world services as a whole: as that committee stated in its self-assessment, "There are really four parts of world services; the most important one, WSO staff, is not treated equally" (CG 105).

We nevertheless recognize two areas of responsibility where the WSO's efforts can be improved. We are recommending the creation of three new full-time positions within the WSO; a Human Resources Director, A Planning Director, and a Public Relations and Communications Director.

#### 3.3.5.1 Human Resources Director

An individual whose sole responsibility is the optimum utilization of human resources will positively impact the efficiency and effectiveness of both volunteer members as well as paid staff within the WSO.

#### Volunteer members

A need for orientation and training has been identified by the Inventory Project. For example, the WSC itself has recognized the need for orientation and

training of new conference participants (CG 63). Additionally, the WSC Admin. Committee has affirmed a "Lack of clearly defined roles within [its] committee," and within world services in general (CG 111). The WSC PI Committee has recognized a similar problem within their own committee (CG 133). The WSO Board has stated that there is an "Inefficient use of human resources, both volunteer and staff" in world services (CG 148), and that there is an identifiable "Lack of training for trusted servants" within the board (CG 152). The Consultant's Report affirms this need for training in world services, stating that "there are problems in clearly defining the roles and responsibilities of the various committees and making them accountable to get the job done" (CR 32), which points toward "a lack of training in basic skills both at the world services employee level and the volunteers in services structure [sic]" (CR 60-61).

Paid Staff

Within the WSO, a similar need for orientation and training is evident. For example, the WSO Management Team recognizes a "lack of training in delegation" (CG 185), as well as a lack of management training (CG 186). Similarly, the Conference Service Team affirmed a "Lack of definition and agreement as to the role and mission of individual staff members, departments, teams, and the office in general" (CG 188), along with "Time management and productivity problems" (CG 190). The Publishing Team recognized a "Lack of planning and expertise in the areas of circulation management and marketing for the *NA Way*" (CG 95), as well as a "Lack of cross-training, continuity in assignments, and procedural materials about specific tasks" (CG 197). Finally, the WSO Shipping Team recognized a problem with insufficient training (CG 204), and the Accounting Team repeated this concern (CG 207).

The Resolution Group therefore agrees with the Consultant's Report when it affirms that "NA World Services has to provide the necessary training for people to carry out the responsibilities of their jobs. Both employees and the service structure volunteers need training in communications skills, facilitation, and planning to do their jobs" (CR 6). A Human Resources Director would help alleviate these problems by providing necessary training, human resource coordination, and orientation to new positions within both the volunteer and paid staff sectors of world services.

*3.3.5.2 Public Relations and Communications Director*

Our Eighth Concept affirms that "Our service structure depends on the integrity and effectiveness of our communications" (CT 17).

However, one of the single largest problems identified by the World Services Inventory is communication. Communication problems have been identified in

the areas of 1) communication within world services; 2) communication with the fellowship; and 3) communication within the WSO.

<u>Communication within world services</u>

The Board of Trustees has noted that "Communication protocol [is] inadequate within world services (CG 100), and the Interim Committee repeated this concern (CG 107). The WSC Policy Committee stated that "Poor communication has resulted in inadequate information and a lack of integrity in communication" (CG 123). The WSC H&I Committee identified a "Lack of awareness of what other boards and committees are doing [which] results in duplication of services" (CG 127). The WSO Board stated that "The NA grapevine and hallways are the best sources of information we have. We sacrifice quality for quantity too regularly. We have not studied our communications or planned for effective communication" (CG 152).

<u>Communication with the Fellowship</u>

The Board of Trustees indicated in their self-assessment that "The fellowship lacks sufficient information about development activities to assess their value" (CG 101), continuing with this statement by asserting that "World service communication with the groups are not assured by present procedure" (CG 102). The WSC H&I Committee stated that "Some areas and regions are not aware of who we are and what we do or what we can provide" (CG 127). WSC PI also recognized poor communications with the fellowship (CG 134), as did the WSC Literature Committee (CG 139).

The WSC Policy Committee asserted that "There are no steps taken to ensure Policy material is translatable or translated" (CG 120). Similarly, the WSC PI Committee recognized a "Lack of a process to ensure translatability and adaptability of PI service materials" (CG 129). The World Services Translation Committee reiterated this concern, stating that "Translation of service materials is not adequately covered in [their] policy" (CG 140).

Additionally, the Consultant's Report is filled with references to poor communication within and issuing from world services. As that report states, NA World Services' communication problem "is the most serious problem identified as a result of the fellowship surveys – at all levels of the organization, people are simply not aware of what world services does to directly support the fellowship" (CR 41).

<u>Communication within the WSO</u>

The WSO Management Team affirmed an "Inconsistent communication to other teams" (CG 185), and WSO's Accounting Team repeated this concern (CG

206). Perhaps most alarmingly, the Conference Service Team identified a "Fear of giving out information" due to the unstable nature of board and committee decisions and reversals of those decisions based on changing circumstances (CG 193). The Public Relations and Communications Director will develop communication protocol within the WSO, as well as throughout world services.

Moreover, every piece of communication between world service entities, as well as communications issued to the fellowship at large and the public, should pass through the Public Relations and Communications Department of the WSO, so that it may be reviewed for readability, translatability, veracity, and effectiveness of communications.

The Resolution Group believes that the problem of communications at the world level has reached crisis proportions, and that the hiring of a full-time employee to help put our communications "house" in order, and help keep it that way, is an imperative function of the World Service Office.

### 3.3.5.3 Planning Director
An individual whose primary responsibility for managing the planning process for the WSC (refer to Section 3.2.8 for details).

Long-range planning was identified by every board and committee as being a major impediment to providing service to our fellowship in a way which is both efficient and broadly supported. As previously stated in Section 3.0.1, the WSO Board of Directors identified a lack of long-range planning and the one-year conference cycle as serious problems in the accomplishment of world service goals (CG 88). Similarly, WSC H&I said "inconsistent planning" was a problem (CG 124). WSC PI (CG 128), WSC Literature Committee (CG 136), and the Board of Directors (CG 144) all recognized a lack of planning and long term goals as serious problems in world services. In its self-assessment, the 1994 World Service Conference also recognized a lack of project planning and oversight as a significant problem (CG 67).

The Resolution Group believes that long-range planning is crucial to the success of any structural change adopted. It is too important to leave solely to the volunteer body of Narcotics Anonymous. It is our belief that WSO staff is paid to do just this type of special work.

## 3.4 Impact of Resolution on Current Practices
### 3.4.1 Single Board

The Resolution Group is well aware that the single board concept is a controversial one for some members of our fellowship.

We are nevertheless recommending the combination of the essentially "administrative" bodies in world services such as Interim, Admin., the Board of Directors, and the Board of Trustees, in order to allow for the fellowship's desire for world services to better concentrate funding and resources toward the production of materials and services more directly related to our primary purpose.

We believe that the creation of the single board will go a long way toward eliminating "turf wars," territorial disputes over projects and resources, and communication problems within world services. Further, we believe that the creation of a single board will help to facilitate long-range planning and goals, while creating one body of trusted servants who will be directly responsible and accountable to the groups of NA who delegate to the board the necessary responsibility to carry out their directives.

We recognize, however, the concern with the "power" which a single board is perceived as having among some members, and therefore further recommend that the single board be given only one collective vote. This vote will have two objectives: first, it will strongly encourage the board to reach consensus on all issues before it, and thus help to eliminate the impasses which are often reached among world services leadership under our present system. Second, it will focus the voting at the WSC to the World Service Representatives elected by their respective Geographic Divisions.

## 3.4.2 "Adhocracy"

We believe that the proposed "adhocracy" will help to focus the work which the WSC assigns upon the foundation of our Fifth Tradition, while at the same time help eliminate the tendency of standing committees to perpetuate themselves by creating work within the committee in order to justify its existence.

The elimination of standing committees will also help to insure that our limited funding and resources can be allocated precisely to the areas of work specified by the WSC, thereby eliminating our now inefficient utilization of resources, while guaranteeing that approved projects will not have to plead for funding and resources.

## 3.4.3 Geographic Divisions

The Resolution Group believes that the formation of Geographic Divisions, along with their respective "conferences," will free up the WSC to be able to deal with the truly global issues which face Narcotics Anonymous in the coming years. By reducing the number of conference participants, this new form of representation will also make full funding a realizable goal for the WSC. And

finally, we believe that under this new system, the WSC will become more representative of a worldwide fellowship. This will encourage viewpoints and participation from all parts of the world which we all agree is lacking under the present form of representation.

### 3.4.4 The World Pool

We believe that the creation of the World Pool and the Human Resources Panel will institute principles into what is now often a haphazard means of electing and appointing members to world service positions. We also believe that this increases the opportunity for true global participation on world service projects.

### 3.5E Human Relations Director, Public Relations and Communications Director, and Planning Director

All three of these areas were targeted time and again in the inventory as needing drastic improvement. The Resolution Group believes that all three of these functions are so central to the success of world services' function that it would be irresponsible to either leave these tasks solely to the volunteer sector of world services, or to place too small an emphasis on them by bundling these responsibilities into an existing staff member's duties. It would be irresponsible of us to leave tasks which are essentially full-time jobs to volunteers for two reasons: first, it is not responsible to leave such important functions to a sometimes unreliable volunteer sector. And, second, it is not responsible or prudent to expect any volunteer to perform such time-intensive functions without remuneration.

We believe that the institution of these senior management positions within the WSO will have an immediate and drastic effect upon the overall reliability and effectiveness of world services. This improvement will further be in the areas which the inventory and the Consultant's Report identify as both crucial for world service effectiveness and most in need of improvement.

## Recommendations for Transition Plans and Timeline

## 1.0 Implementation Group

The Resolution Group believes that another group should carry the remainder of the resolution process forward. The next group requires a different set of skills than which currently exists within the Resolution Group. The required skills are an intimate and detailed knowledge of policies and procedures, along with a detail-oriented mindset.

## 2.0 Timeline

Given our own crazy timeline over the past five months, the Resolution Group could not agree more with the Interim Committee's statement that "What seemed to be the impetus for an inventory has all but been ignored: what happens to people's lives when they become involved in world services, and our need to perpetually make outrageous demands on people, then abuse them" (CG 105). For this reason alone, we are recommending what we believe will be a more sane timeline for the implementation of our resolutions.

We are recommending that Year One of the timeline described below be 1998. The 1996 World Service Conference should form the Implementation Group. We envision that this group would spend the 1996 and 1997 conference years completing the detailed design work on the "inside of the house," to extend the analogy we used earlier. That is to say they would take the basic structural elements agreed to by the 1996 WSC and lend much greater definition to their exact nature and relationships to one another. They would also create a detailed implementation plan for the transition described below.

Given that the 1996-97 conference year will be slightly shortened, and that they will really have only July, August, and September to perform the bulk of their work before preparing it for broader consideration by the fellowship, their task should be scheduled over a two-year period. The 1997 conference can serve as a checkpoint to validate the direction they are taking, and to reaffirm that they are still on target for the goals set for the 1998 conference. Their final structural motions will be adopted by the 1998 conference, and the implementation of the new structure will begin as of the close of the conference on the following timeline:

## Year One — 1998

The World Board is formed. This is accomplished by collapsing the WSB Steering Committee, WSO Executive Committee, and the WSC Administrative Committee into the World Board. The terms of all remaining members of those

bodies will be up at that time. All standing committees are administered by the board for one year.

### Year two — 1999

The World Pool is established with nominees sent from regions. Regions still exist, but boundaries are drawn up for Geographic Divisions, and formative work begins. All standing committees of are dissolved, and existing projects are transitioned to ad hoc committees.

### Year Three — 2000

This is the last conference for RSRs. Geographic Divisions are formed, and elect their World Service Representatives to be sent to the next conference. World Pool members are chosen by Geographic Divisions rather than regions. Geographic Divisions transition to their new internal structure.

### Year Four — 2001

Geographic Divisions send representatives. The new structure is complete. Implementation work continues as the new structure moves forward and conducts its business.

## Appendix 1: Consolidated Inventory of Vision/Mission-Problems for World Services

Drawn from inventory materials. Would be resolved by effective implementation of noted resolutions.

| Problem Statement | Related Resolution |
|---|---|

## *Vision/Mission*

## PURPOSE--GOALS, OBJECTIVES

| | Problem Statement | Related Resolution |
|---|---|---|
| 1 | The WSC has no clearly stated objectives or single purpose | Vision/Mission Statements |

## Appendix 2: Consolidated Inventory of Structure-Related Problems for World Services

Drawn from inventory materials. Would be resolved by effective implementation of noted

| Problem Statement | Related Resolution |
|---|---|

# Structure

## Human Resources

### General

| | | |
|---|---|---|
| 3 | There is too much work being attempted in too little time with very little planning. Work is assigned to people with a history of producing; there is no time to try out new people to see if they are capable or what kind of training they need to become capable. | WSO Planning Director/Human Resources Panel |

## Human Resources--Special Workers

### 1 WSO Staff role in world services; staff relations with volunteers

| | | |
|---|---|---|
| 1 A | Lack of clarity | World Board |
| 1 C | Limited interaction between volunteers and staff makes it difficult to evaluate staff's work and supervise them. | WSO HR Director/World Board |
| 1 D | Sense of accomplishment. Much of the various board and committee agenda is presented by WSO staff as if for rubber stamping. | World Board |
| 1 E | Lack of definition lends to confusion on what is fair to expect from special workers in terms of participation and role with the committee. | WSO HR Director/World Board |
| 2 | Selection and utilization of consultants. We know that much of the fellowship is leery of hiring consultants. We have not successfully communicated their role or importance. | WSO Planning Director/World BoardWSO HR Director |
| 3 | Recognizing the importance of staff and communicating that to the rest of world services. There are really four parts of world services; the most important one, WSO staff, is not treated equally. | WSO PR/Comm Director/WSO HR Director/World Board |
| 4 | Perception of ineffective staff. Prior to WSC'94, office staff had promised more than they could reasonably expect themselves to deliver. When this expectation was deliberately cut down, some perceived office staff and directors as having become suddenly incompetent. | WSO Planning Director |

### 2 Shortage of staff

| | | |
|---|---|---|
| 1 | There are too few members of staff, and too few assigned to certain projects and areas of operation; nothing can be fulfilled except basic services, and even that is a serious challenge. The staff shortage results in work being deferred, done poorly, or done very slowly. | WSO HR Director/HR Panel/WSO Planning Director |

### 3 Work distribution, delegation, job descriptions, assignments

| | | |
|---|---|---|
| 1 | Work is not delegated adequately. There has been a lack of training in the area of delegation; most of the managers still do work themselves instead of delegating tasks. The office relies on those who have particular expertise and has neglected to train others. | WSO HR Director |
| 2 | The office lacks updated job descriptions for its employees. | WSO HR Director |

### 4 Training, Cross Training

| | | |
|---|---|---|
| 1 | Lack overall team training plan. Don't know what team training needs are. Training wasn't seen as a high priority until recently. | WSO HR Director |
| 2 | Lack of staff organizational orientation about NA, the office, our role within world services, differences between volunteers' and staff roles, service structure, etc. | WSO HR Director |

| | Problem Statement | Related Resolution |
|---|---|---|
| 4 | Lack of regularly scheduled management training in general operations | WSO HR Director |

## 5 Inside staff working relationships

| | | |
|---|---|---|
| 1 | Lack of adequate interpersonal skills among team members--poor listening skills, criticism, resistance to change, lack of respect. | WSO HR Director |
| 2 | The lack of clear focus and definition as teams has produced a lack of team cohesion. | WSO HR Director |
| 3 | A team leader has functioned more as an old-style manager than a team leader. | WSO HR Director |
| 4 | Certain team members have been given supervisorial responsibilities without needed training. | WSO HR Director |

# Human Resources--Volunteers / Trusted Servants

## 1 Selection; removal

| | | |
|---|---|---|
| 1 | WSB lacks personnel resources to accomplish its goals: | WSO Planning Director/World Board |
| 1 A | Not enough trustees to do work described in guidelines. | HR Panel/World Board |
| 1 B | No provisions to draw additional help onto trustee committees, except WSC committee chairs and vice chairs. | World Pool |
| 1 C | Funds to pay expenses for additional committee members unavailable. | Unified Budget/World Board |
| 1 D | Volunteers unable to accomplish some WSB goals with resources as limited as they are. | Unified Budget/World Board |
| 2 | The WSC does not have an adequate nomination or election procedure, limiting the conference's choices to those present at an annual meeting or personally known to a large number of participants. | HR Panel/World Pool |
| 3 | Requirements for nominees are unclear. There is no consideration of the range of skills needed to accomplish world service tasks when composing some boards and committees. | HR Panel/World Pool |
| 5 | Difficulty in getting experienced nominees from local translation committees without negatively impacting translation work in progress. (We ask new WSTC members to resign from their local translation committees to prevent conflicts of interest.) | World Board |
| 7 | Our trusted servant selection process does not allow us to ask direct, relevant questions of candidates for leadership positions, such as: Do you have time to do the work involved? How much do you have? What kind of a leader are you? | HR Panel/World Pool |
| 8 | Inability to ask questions during the election procedures creates a lack of trust in trusted servants. | HR Panel/World Pool |
| 9 | The introduction of those in attendance at the WSC during nominations, while no one speaks for those not in attendance, has the appearance of favoritism. | HR Panel |

## 2 Diversity

| | | |
|---|---|---|
| 1 | Lack of cultural, global diversity in NA leadership, board/committee membership, WCNA program. Want diversity without compromising requirements, experience. A leadership nominee from outside North America shouldn't be disqualified for a mere lack of personal funds or because world services would have to expend more money for that nominee's travel if elected. | WSC Structure/World Pool/World Service Representatives |

## 3 Standards

| | | |
|---|---|---|
| 1 1. | The WSB has no measure of accountability for its members and no process by which to hold them accountable. This creates an environment in which some mistakenly believe that the board condones certain behavior of individual WSB members; others believe the board is unable to take a stand on commonly recognized principles. | World Board |

## Appendix 2: Structure

| Problem Statement | Related Resolution |
|---|---|

### 4 Work Distribution

| | | |
|---|---|---|
| 1 A | Board officers have "triple duty" as board members, board officers, and Interim Committee members. | World Board |
| 1 B | Likewise, a great deal of travel and time in addition to WSC week is expected of committee chairs and vice chairs. | World Board/Ad Hoc Committees |
| 2 | The same members are constantly doing all the work, because "when you want something done, you find a busy person." There is no formal orientation process. These factors combine to deprive new members of boards and Committees of the opportunity to gain experience and become productive. | WSO Planning Director/WSO HR Director, Ad Hoc Committees/World Pool |
| 3 | Assignments for work are sometimes given to whomever has volunteered; hence, everyone ends up on the "fun" work group. | WSO HR Director/HR Panel |

### 6 Best utilization

| | | |
|---|---|---|
| 1 | The roles and responsibilities of "interested NA members" [that is, NA members not official members of a board or committee] in board or committee work are undefined; lack of such definition prevents wise use of the human resource they represent. | WSO HR Director/HR Panel |
| 2 | The usual board and committee meeting location in Los Angeles impacts their ability to utilize working groups drawing "interested members" in. | World Pool/Unified/Budget |

### 7 Working relationships

| | | |
|---|---|---|
| 4 | Many RSRs attend the conference, but only a small portion of them participate. This is due to financial difficulties, language barriers, and transportation problems. As a result, there is a large silent population of our fellowship. | Unified Budget |

### 8 Leadership

| | | |
|---|---|---|
| 1 | Inconsistent and ineffective leadership by world-level trusted servants. | HR Panel |
| 1 A | Leaders compete for tasks and projects, perpetuating their positions. | HR Panel/Ad Hoc Committees |
| 1 B | Leadership has poor long-term planning skills. | HR Panel/WSO Planning Director |
| 1 C | World service leadership does not reflect NA as a whole. | World Pool/World Service Representatives/HR Panel |
| 1 D | Lack of meeting facilitation skills. | WSO HR Director |

## Financial Resources--Allocation

| | | |
|---|---|---|
| 2) | Lack of control over budget | Unified Budget/World Board |

### 1 Criteria for allocation

| | | |
|---|---|---|
| 1 | The WSC sometimes approves guidelines, board/committee goals, Ad-Hoc committee charters, and project plans, then gives them low priority and allocates little or no money to fulfill them. | World Board/WSO Planning Director/Unified Budget |
| 2 | There is no written criteria for allocating funds or travel. Incomplete awareness of world service financial status and process for making financial decisions causes envy and has generally negative affect on morale. Leaves Interim Committee in position of sometimes making difficult decisions and knowing it will catch heat. Results in confusion and antagonism. | World Board/Unified Budget |
| 3 | Inadequate funding, inaccurate budgeting. Actual expenses for services (that is, personal funds expended by board and committee members) are not documented, budgeted, or allocated. | World Board/Unified Budget |

| Problem Statement | Related Resolution |
|---|---|

## 2  Lack of control over budget

| | | |
|---|---|---|
| 1 | Boards and Committees have no control over their own budgets or any other world service budget. The Interim Committee makes their budget decisions, and in the process takes over key project decisions. Interim Committee micromanagement and excess layers of budgetary decision making have reduced board and committee performance. There is no budget related to goals, and no long-range budget. | World Board/Ad Hoc Committees/Unified Budg |
| 2 | The WSO annual budget is unpredictably, and sometimes negatively, impacted by decisions made at WSC. This can impair the WSO's ability to carry out its primary responsibilities. | World Board/Unified Bud |

## 3  Funding WSC Development Forum travel

| | | |
|---|---|---|
| 1 | Non-USA participants are singled out for funding to attend the WSC. These funding differences constitute a breach of the principle of anonymity. | Unified Budget |

# Financial Resource Utilization, Accountability

| | | |
|---|---|---|
| 1 | Cost effectiveness of volunteer services questioned. | Unified Budget/World Bo |

# Resource Utilization--Sharing Resources Throughout World Services

| | | |
|---|---|---|
| 1 | Revenue generated by WCC is not included in the world services budget. | Unified Budget |

# Resource Utilization--Maximizing Resource Use

## 1  Goals, planning

| | | |
|---|---|---|
| 1 | One-year conference time frame yields short-term focus. WSC project assignments are made in one-year increments, and are reaffirmed as needed from year to year. In reality, conference entities have only six months of work time each year; three months are needed to prepare, finalize, and publish the CAR, and conference bodies are put on effective hiatus for three more months while the fellowship-at-large reviews the CAR and prepares its RSRs for the WSC annual meeting. This calendar produces a short-term focus for world services; it is unsuitable for the long-range planning needed for most of the projects to fulfill the WSB's purpose. | WSO Planning Director/World Board |
| 2 | Lack of long-term planning. Inconsistent approach to project development, planning, and implementation. A lack of clearly defined, measurable, achievable long- and short-range goals. We set goals haphazardly as the situation of the moment dictates, reacting to crises rather than fitting them into the big picture. | WSO Planning Director/World Board |
| 2 A | Conflicting goals create conflicting policies which result in inequitable and inefficient work distribution. Current configuration of world services is geared toward short-term solutions generated on an annual basis with no long-term vision. | WSO Planning Director |

## 2  Budget Related to Goals

| | | |
|---|---|---|
| 1 | The world service budget is not built to fulfill defined goals identified by the fellowship. | Unified Budget/WSO Planning Director |
| 2 | Established goals often go unfunded. | WSO Planning Director/World Board/Unified Budget |
| 3 | Long-term world service goals, in particular, often go unfunded because short-term projects of immediate importance eat up the budget. | WSO Planning Director/World Board/Unified Budget |

# Structure--Relationships And Roles [Of Respective Boards, Committees]

*Appendix 2: Structure*

| | Problem Statement | Related Resolution |
|---|---|---|
| 1 | Our convoluted service structure makes effective decision making very difficult. With the rotation of board/committee members and the necessary influence of and interaction among service arms, boards and Committees find it difficult to recognize and simultaneously resolve many major issues they could otherwise address. Entanglements among service arms drag planning processes out to such an extent as to invalidate them. | World Board/Ad Hoc Committees/WSO *Planning Director* |
| 2 | Boards and Committees are not delegated sufficient authority to complete the projects or functions assigned them. The boards and committee, in turn, do not delegate sufficient authority either to their work groups when assigning projects to them or to their leadership in making critical decisions. | Implement the Twelve Concepts/World Board/Ad Hoc Committees |

**a Definitions of roles and responsibilities of various elements**

| | | |
|---|---|---|
| 2 | Ambiguity of and controversy surrounding the second of the two stated operating parameters for the Interim Committee in TWGSS, specifically, "Further, the Interim Committee shall make necessary decisions affecting NA world services when the WSC is not in session, mindful of priorities previously established by the WSC." | World Board |
| 3 | Facilitators, or leaders? The WSC Administrative Committee's lack of clear guidelines and role definitions. The roles and responsibilities of the committee and its members seem to shift from year to year. This makes understanding these things very confusing. | World Board |
| 4 | The WSC does not have any written guidance for the creation or administration of Ad-Hoc Committees. It also lacks a process defining how Ad-Hoc Committees should interface with the WSC as a whole. | Ad Hoc Committees |
| 5 | The WSC Policy Committee: | World Board |
| 5 A | The committee has been assigned projects concerning philosophical issues still unresolved by the conference. When the WSC is divided on basic beliefs--like RSR participation, or rotation and continuity--it cannot give guidance to the committee on project scope in developing procedure. | Ad-Hoc Committees/World Board |
| 5 B | The WSC Policy Committee has no clear role within world services. Other Committees and boards develop policy. There is no single point of decision and accountability for presentation to the WSC. | Ad Hoc Committees/World Board |
| 5 C | The Policy Committee's purpose, as stated in TWGSS, is inadequate and inaccurate: "The purpose of the WSC Policy Committee is to evaluate suggestions in conference policy or procedure and proposed changes or modifications to the service structure." We recommend and propose changes and originate work, but this is not stated. | Ad-Hoc Committees/World Board |
| 6 | The WSC PI Committee lacks a sense of accomplishment due to its lack of full committee funding, poor communication, inability to complete tasks on time, and sense of competition with the WSB. Several projects have been taken away from the committee. | WSO PR/Comm Director/Ad Hoc Committees |
| 8 | The WSO board sometimes lacks a sense of accomplishment. Much of its agenda is presented by WSO staff as if for rubber stamping. | World Board |
| 9 | The World Convention Corporation needs to spend time reviewing guidelines to establish a better, clearer relationship with the world convention host committee. | World Board |
| 10 | There is resistance to seeing the work of the team as belonging to the whole team and not to individual departments. | WSO HR Director |
| 11 | Use of team concept. Although we have begun to effectively use the team concept there are still times when it isn't practiced. | WSO HR Director |
| 11 A | There is resistance to seeing the work of the team as belonging to the whole team and not to individual departments | WSO HR Director |
| 11 B | Use of team concept. Although we have begun to effectively use the team | WSO HR Director |

| Problem Statement | | Related Resolution |
|---|---|---|
| **b  Relations, Conflicts Between Boards, Committees** | | |
| 1 | Undefined boundaries, roles, responsibilities: | WSO HR Director |
| 1 A | WSC seems to be task- and project-oriented, and its structure promotes duplication of these services within Committees and boards. As a result, competition often arises between these bodies. Boards and Committees become specialized, develop tunnel vision, grab for turf, and end up duplicating each others' work. | Ad Hoc Committees/Worl Board |
| 1 B | WSC does not refer to board, committee guidelines when assigning tasks and ends up misassigning or double-assigning tasks--for example in international development and in fellowship conflict resolution. | Ad Hoc Committees |
| 1 C | Absence of a single point of decision for each field of service results in conflicts of authority (for instance: attendance at local H&I learning events and PI professional events; prioritization of translation work; authorization of WSO business travel; direction of WSO fellowship services; planning and making staff assignments for world service projects; etc.). | Ad Hoc Committees/Worl Board |
| 2 | Lack of clarity in formation and direction of Ad-Hoc Committees can create midyear conflicts between Ad-Hocs and the WSC Administrative Committee. | Ad Hoc Committees/Worl Board |
| 2 | Lack of definition and agreement as to the role and mission of each individual department and team, and the office in general, sometimes leads to territorialism among staff teams. The roles of special workers vary, depending on the employees' individual positions and the groups they are working with. | WSO HR Director/WSO Planning Director |
| 3 | Lack of awareness of individual responsibilities between staff teams leads to general communications problems within WSO. | WSO HR Director/WSO PR/Comm Director |
| 6 | Assistance among teams. Teams receive requests for assistance from other teams that are not fully planned or thought out. Timelines between teams aren't always in sync. Lack of coordination and background information. Priorities, timeframes not mutually established. | WSO Planning Director |
| 7 B | Lack of training, orientation. | WSO HR Director |
| 8 | The full WSO staff does not meet regularly. Team members could often use information from other teams to assist us in our work. Employees receive insufficient information on entire workings of the WSO. | WSO Planning Director/WSO PR/Comm Director/WSO HR Directo |
| **c  Origination of service projects** | | |
| 1 | Boards and Committees are not clear about the degree to which they may, or are expected to, initiate projects themselves based on the responsibility they've been given for a field of service. | World Board/Ad Hoc Committees/WSO Planni Director |

## WSC Policies, Standards, Methods, Procedures, Process, Accountability

| | | |
|---|---|---|
| 2 | The orientation for conference participants is inadequate. The current WSC orientation lacks depth. This promotes mistrust, fear, and insecurity among participants, particularly those unfamiliar with the conference process. | WSO HR Director |
| 3 | The WSC agenda lacks organization. Motions are not prioritized, and unnecessary motions are presented. Both leave little time for discussion. | World Board/WSO PR/Comm Director |
| 4 | There is not enough time at the WSC for informal discussions. | WSC Structure |
| 4 | The ability of some boards/Committees to process input is impaired by their rules. Because these boards/Committees cannot take positions on anything with less than a two-thirds majority, their responses are rarely controversial or thought-provoking. | WSO Planning Director/World Board |
| 5 | WSC sessions are far too long. Inhuman working conditions--such as nine- to twelve-hour work days with no breaks--create stress and animosity. | WSC Structure |
| 6 | WSC business sessions are difficult to follow, for both English- and non-English-speaking participants, especially when they get caught up in | WSC Structure |

## *Appendix 2: Structure*

| | Problem Statement | Related Resolution |
|---|---|---|
| 7 | WSC business methods, with business sessions that move too quickly, exclude non-English-speaking participants. Facilitators need to remember that not all concepts are easy to translate. | WSC Structure |

### a  Meeting Policy

| | | |
|---|---|---|
| 1 | Some boards/Committees feel they need more meetings each year to complete their work. | WSO Planning Director/World Board |
| 2 | The number of non-board/committee-members attending some board/committee meetings interferes with the full board/committee sessions (though not with working group meetings). | World Board |
| 3 | Some boards/Committees cannot hold meetings outside North America because of the appearance of world service junkets. | World Board |

### b  Guidelines

| | | |
|---|---|---|
| 1 | Lack of clear, complete, written guidelines, internal operating procedures, and/or documented planning processes. | WSO Planning Director/World Board |

### c  Evaluation of own work

| | | |
|---|---|---|
| 3 | Inadequate time available for annual review of board/committee work--all the time boards/Committees have is used for work immediately at hand. | WSO Planning Director |
| 4 | Problem with evaluation of services in general, measuring whether services carry the message or are mere extensions of personal agenda. | WSO HR Director/HR Panel/WSO Planning Director |

### d  Working processes

| | | |
|---|---|---|
| 1 | Committee structure poorly managed in general. | Ad Hoc Committees/World Board |
| 2 | Disorderliness, utilization of time at face-to-face meetings and on conference calls. | WSO HR Director |
| 2 B | Last year more so than this, there was confusion about whether or not an issue needed to be addressed by the Interim Committee or one of the four service entities. | World Board |
| 2 C | Lack of advance personal preparation coupled with lack of advance receipt of material necessary for informed decisions. | WSO HR Director/WSO Planning Director |
| 2 E | Members do not participate responsibly. | WSO HR Director/HR Panel |
| 2 F | Lack of consistent decision-making process within the committee; sometimes guidelines are followed, sometimes they aren't. | WSO Planning Director/WSO HR Director |
| 3 | Rushed decision making results in poor decisions and inconsistency, encourages reactionary rather than proactive decision making, and undercuts both short- and long-term planning. | WSO Planning Director |
| 5 | The decision-making atmosphere of some boards/Committees is not open to staff participation because of accusations and other difficulties from board/committee members; this limits staff interaction with the full board/committee when input is being evaluated. | WSO HR Director/WSO Planning Director |

## Communication

| | | |
|---|---|---|
| 1 | Ineffective communications--the NA grapevine and hallway meetings are the best sources of information we have. | WSO PR/Comm Director |
| 2 | Poor communication has resulted in inadequate information and a lack of integrity in communication. | WSO PR/Comm Director |

| | | |
|---|---|---|
| 2 A | Sanitized reports lacking in substance, coupled with infrequent contact and limited access to information, have damaged committee and conference communications. | WSO PR/Comm Director |

| | Problem Statement | Related Resolution |
|---|---|---|
| 2 B | Communications themselves sometimes lack sensitivity, are too formal, too "tense." Staff either writes or edits most conference reports, making the content very formal and insensitive. | WSO PR/Comm Director |
| 2 C | We sacrifice quality for quantity too regularly. | WSO PR/Comm Director |
| 3 | Written communications protocol (guidelines for developing, processing, routing communications within world services and between world services and the fellowship) is inadequate. This causes difficulty in maintaining consistent, timely , communications. | WSO PR/Comm Director |
| 4 | We have not studied our communications or planned for effective communication. We do not consider the purpose of each communiqué or its intended audience. | WSO PR/Comm Director |

## Communication--Within the Fellowship

| | | |
|---|---|---|
| 1 | Lack of communication within and between boards/Committees. | WSO PR/Comm Director |
| 2 | Communication and its timeliness. | WSO PR/Comm Director |
| 2 A | Correspondence and reports aren't sent out in a timely fashion. | WSO PR/Comm Director |
| 2 B | Extensive review of communications by board/committee members before sending them out lengthens the production timeline. | WSO PR/Comm Director |
| 2 C | Timely, accurate communication is a sore point throughout world services. | WSO PR/Comm Director |

## Communication within World Service Boards and Committees

| | | |
|---|---|---|
| 1 | Communication between committee leaders (or board executive Committees) and members seems to break down: | WSO PR/Comm Director |
| 1 | Information is not exchanged; reporting on leadership/executive committee discussions, decisions to members | WSO PR/Comm Director |
| 1 | Inconsistent communication between teams; some teams feel isolated from WSO interaction mainstream. | WSO PR/Comm Director |
| 2 | Board/committee communications with their internal work groups underdeveloped. | WSO PR/Comm Director |
| 2 | Inadequate communication within teams. | WSO PR/Comm Director/WSO HR Directo |
| 3 | Lack of funding for phone calls for communication within boards/Committees if not part of the leadership. | WSC Policy/Ad-Hoc Committees |
| 5 | Need to improve communication between boards/Committees and related staff. | WSO PR/Comm Director |
| 7 | Overuse of abbreviations makes it difficult for new members of boards/Committees to follow working discussions. | WSO PR/Comm Director |

## Communication Between World Service Entities

| | | |
|---|---|---|
| 1 | There are too many boards and Committees for ready communication among them all. | World Board |
| 1 | Work on special projects get more focused attention and guidance from leadership than ongoing responsibilities. | World Board |
| 2 | Between-bodies communications lack openness and frankness | World Board/WSO HR/Comm Director/WSO HR Director |
| 2 | Reliance on board and committee leadership to submit reports and approve edits in a timely and efficient manner. Sometimes communication is held up waiting for (and then fixing) reports and briefs written by trusted servants. | WSO PR/Comm Director/World Board |
| 3 | Between-bodies communications are often territorial. | WSO HR Director/WSO PR/Comm Director |

## Appendix 2: Structure

| | Problem Statement | Related Resolution |
|---|---|---|
| 3 | Leadership does not communicate conference priorities clearly to staff, or sends mixed messages about priorities. In the same vein, staff is reluctant to give information out to fellowship when information is always changing. | WSO Planning Director/World Board |
| 4 | Lack of awareness of what other boards and Committees are doing results in duplication of services. | WSO PR/Comm Director |
| 5 | Between-bodies communications are often autocratic. | World Board |
| 6 | Problem: Communicating with other bodies after, rather than before, decisions are made or actions taken. | World Board |
| 7 | Communication channels are too formal. | WSO PR/Comm Director |
| 8 | Fear by one body of other bodies' perception of its work can impair between-bodies communications. | World Board |

## Communication between World Services and the Fellowship

| | Problem Statement | Related Resolution |
|---|---|---|
| 1 | The fellowship-at-large is unaware of the scope and nature of many world service functions--and what the fellowship is not aware of, the fellowship does not support. | WSO PR/Comm Director |
| 2 | Inability to identify and address internal fellowship problems. | World Board |
| 2 A | Most world service time used for conference-assigned, project-oriented tasks. WSC remains task-specific rather than addressing issues. | WSC Structure |
| 2 B | World services serve the service structure, not the fellowship. We spend so much time focusing on what the service structure should be that we never consider what the service structure should accomplish. | World Board |
| 3 | World service communications with the groups are not assured by present procedures. The world service system lacks a mechanism to ensure communication reaches the groups, resulting in a breakdown of information integrity. Most world service communication gets to the RSCs; some gets to the ASCs; information carried to the groups is often third-hand. The effects of this are felt most when it is time to review the CAR and the groups have limited background information on the issues presented for their consideration. | WSO PR/Comm Director |
| 4 | CAR arrives at many worldwide destinations too late for NA communities to fully discuss its contents and instruct their conference representative. | WSC Structure |
| 5 | Boards/Committees have limited communication and interaction with local levels of service. | WSO PR/Comm Director |
| 5 A | The number of regions in the fellowship is unwieldy. | Geographic Divisions |
| 5 B | Cultural insensitivity and lack of language limits worldwide appeal. | World Pool/World Board/Geographic Divisions |
| 5 C | Limited participation in local learning days. | Geographic Divisions |
| 5 C | We are not proactive in reaching out to attend local learning days. | Geographic Divisions |
| 5 C | There is limited funding for attendance at local events. | Geographic Divisions |
| 5 E | Our procedures about what to do with communications don't work very well. | WSO PR/Comm Director |
| 6 A | Long orientation process for staff on how to handle correspondence. | WSO HR Director |
| 7 | Phone calls to WSO receive inconsistent responses. | WSO PR/Comm Director |
| 7 A | WSO lacks a coherent procedure or policy for standard responses. | WSO PR/Comm Director |

## Communication Channels: Translations, Translatability of Service Materials

| | Problem Statement | Related Resolution |
|---|---|---|
| 1 | There is a lack of clarity and definition about which world service communications and periodicals get translated by whom, in which languages, when, and where. For instance, the CAR is not translated. | WSO PR/Comm Director |

| Problem Statement | Related Resolution |
|---|---|

## Public Relations Services

| | | |
|---|---|---|
| 1 | The WSB has minimal Communication outside the fellowship. Given that such Communication is part of the WSB purpose, this is an area where the WSB should expand its activities. | WSO PR/Comm Director/World Board |

<table>
<tr><td colspan="2">**Appendix 3: Consolidated Inventory of Future-Related Problems for World Services**<br><br>Drawn from inventory materials. Still need follow-up, but RG resolutions pertaining to each item are</td></tr>
</table>

| Problem Statement | Related Resolution |
|---|---|

# Future

## PURPOSE--GOALS, OBJECTIVES

| | | |
|---|---|---|
| 2 | Some in service are unclear about what constitutes a short-term goal, what long-term goals are, and what long-term goals should be. | WSO Planning Director |

## Human Resources

| 1 | Because internal operational guidelines are inadequate, both committee members and staff members lack clarity concerning their respective roles and responsibilities | Write Mission Statements for all Entities/WSO Planning Director/Ad Hoc Committees |
|---|---|---|
| 2 | Lack of trust permeates our entire system | Resolved by structural Recommendations/Twelve Concepts |

## Human Resources--Special Workers

### 1 WSO Staff role in world services; staff relations with volunteers

| 1 B | There is no clear way to address performance issues for staff assigned to a board, committee, or special project team. | WSO HR Director/World Board |
|---|---|---|

### 3 Work distribution, delegation, job descriptions, assignments

| 3 | The existing system for front desk relief is inadequate | None: WSO Internal Matter |
|---|---|---|
| 4 | The computer network administrator is assigned to a team whose work she has almost nothing to do with. | None: WSO Internal Matter |

### 4 Training, Cross Training

| 3 | Lack of cross training and procedural materials about specific tasks. Tasks and projects are not delegated because of real or perceived lack of job knowledge. There is little or no team planning because there is no such process. Specific areas: monitoring stock levels to trigger new production; computers; planning and expertise in the areas of circulation management and marketing for The NA Way; time management and productivity. | WSO HR Director |
|---|---|---|

## Human Resources--Volunteers / Trusted Servants

### 1 Selection; removal

| 4 | There is no process in guidelines or practice to remove or censure board or committee members. | Implement the Twelve Concepts/World Board |
|---|---|---|
| 6 | Assignment of WSTC members by other world service entities. WSTC membership is created by four entities. While this has proved valuable in certain ways, it has put WSTC at their mercy for recruiting new, qualified members. It also makes it difficult for WSTC to hold meetings at the conference or at quarterlies. | World Board/Ad Hoc Committees/WSO PR/Comm Director |

### 3 Standards

| 2 | There is no detailed written description of the board/committee member, officer, or RSR's proper role (that is, a policy and procedures manual), and no orientation program for new trusted servants to help them adjust. | WSO HR Director |
|---|---|---|

*Items retain their original numbering for reference back to inventory materials*

| | Problem Statement | Related Resolution |
|---|---|---|
| 2 A | Newer participants don't understand format or how the WSC's parts (that is, the committees and boards) are integrated into the whole WSC. They likewise lack understanding of nominations, elections, and the rules of order. | WSO HR Director |
| 2 B | Language barrier causes some participants to be less informed than others. Lack of translated world service communications perpetuates this inequality. | World Board |

## 4 Work Distribution

| | | |
|---|---|---|
| 1 | The human factor. What seemed to be the impetus for an inventory has all but been ignored: what happens to peoples lives when they become involved in world services, and our need to perpetually make outrageous demands on people, then abuse them. It is impossible for someone who has a regular job (not self-employed) to have any vacation except for service work. Especially acute problems: | Ad Hoc Committees/Worl Board |
| 4 | Lack of clarity of roles, responsibilities of members leads to overlapping responsibility and duplication of effort, which minimizes the effectiveness of work being done. | WSO Planning Director/WSO HR Directo |
| 5 | The WSC does not consider the way tasks will be divided among the WSB Committees when assigning tasks to the WSB--of ten tasks, for instance, eight may go to External Affairs, two to Internal Affairs, and none to Literature Review. | WSO Planning Director |

## 5 Funding service expenses

| | | |
|---|---|---|
| 1 | An extraordinary amount of personal funds, as well as time and energy, are required of individuals serving on any world board or committee. Lack of funding excludes those with experience but no money, and makes it impossible for some members to participate in committee meetings. | World Board/Ad Hoc Committees |

## 6 Best utilization

| | | |
|---|---|---|
| 3 | Underutilization of world trusted servants at WCNA events, primarily service workshops. The WSC has little, if anything, to do with the world convention as an event. | World Board |

## 7 Working relationships

| | | |
|---|---|---|
| 1 | Board and committee members sometimes attend only parts of meetings, then do not support decisions made in their absence or ask the board to revisit agenda items. | WSO HR Director/HR Panel |
| 2 | Sometimes members are not prepared for meetings or conference calls. This reduces the performance of the meeting or the conference call. | WSO HR Director/HR Panel |
| 3 | There is a level of distrust among trusted servants that does not get discussed. | Implement the Twelve Concepts |

## Financial Resources--Allocation

## 4 WSO facilities

| | | |
|---|---|---|
| 1 | Aging, inadequate equipment. | No longer relevant |

## Financial Resource Utilization, Accountability

| | | |
|---|---|---|
| 2 | Lack of backup vendors for The NA Way. | None: WSO Internal Matt |

## Resource Utilization--Sharing Resources Throughout World Services

| | | |
|---|---|---|
| 2 | Conflicts in scheduling photocopy equipment time. Last minute report-printing requirements often conflict with ongoing production schedules for stock IPs and handbooks. | None: WSO Internal Matt |

## Structure--Elements: Zonal ForumsP a g e  7 5

| | | |
|---|---|---|
| 1 | There is no organized form of communication for zones. | Geographic Divisions |

*Appendix 3: Future*

| | Problem Statement | Related Resolution |
|---|---|---|
| 3 | Lack of clarity regarding purpose of zonal forums. Each zone operates independently regarding purpose and function. | Geographic Divisions |
| 4 | Lack of financial and human resources dedicated to zonal forums. The WSC does not set aside finances for zonal forums. The WSC does not provide any means for world trusted servants to participate in zonal forums. | Geographic Divisions |

## Structure--Relationships And Roles [Of Respective Boards, Committees]

### a  Definitions of roles and responsibilities of various elements

| | | |
|---|---|---|
| 1 | The WSB's educational capacity is underutilized and underprioritized. The WSB's statement of purpose points toward a variety of educational functions the board should be performing: drafting IPs, developing guidelines, guiding the planning process, enhancing fellowship understanding of the traditions, encouraging the exchange of service-related information and experience, developing service guides and workshops, and providing general education to the fellowship about NA principles. The WSC does not use the board to perform these functions, and does not rate these functions as high priorities. | WSO PR/Comm Director/World Board |
| 7 | The World Services Translation Committee is outside the world service communication loop. The WSTC chair is not integrated into world service meetings or communications. Further, there is confusion about the role of dual members (on WSTC and on other world service boards or Committees) and whether they speak at WSTC for the other entities to which they belong. The WSTC is a standing conference committee; the only difference is that its chairperson doesn't vote in the WSC. | Ad-Hoc Committees/World Board/WSO PR/Comm Director |

### b  Relations, conflicts between [staff teams]

| | | |
|---|---|---|
| 1 | Duplication of services among staff teams--providing group starter kits, basic NA information, NA history information, etc. We sometimes keep duplicate files throughout the office (Conference Reports, Newslines, Conference Digests, etc.). | None: WSO Internal Matter |
| 4 | Staff members currently assigned to support Loner Group lack adequate group service/fellowship development experience. | None: WSO Internal Matter |
| 5 | Permeability of team walls; team territoriality. Some teams have established boundaries that have isolated its members from the rest of staff. This isolation has been perpetuated by those on staff who view other teams as "less than." | None: WSO Internal Matter |
| 7 | Front desk relief. | None: WSO Internal Matter |
| 7 A | Takes other staff members away from their primary assignments. | None: WSO Internal Matter |
| 7 C | Too many different staff provide relief. | None: WSO Internal Matter |

## Structure--Decision Making

| | | |
|---|---|---|
| 1 | Politics--ego conflicts, personal power, lobbying, the "mike hog" phenomenon, separate agenda, and turf wars--plays a detrimental role in the WSC's decision-making process. | World Board/Ad-Hoc Committees/WSCStructure |
| 2 | Decision making at WSC is based on the rule of the majority rather than the consensus of the whole. Debate is often limited to three pro's and three con's rather than open discussion. The numbers needed to pass a motion often seem more important than the motion's merits. | WSC Structure |
| 3 | A kind of "motion madness" regularly afflicts the conference. Many motions are made, starting with the CAR and continuing on the conference floor; all demand immediate action, making the decision-making process less reflective; procedural debates further confuse the process. On top of this, the shortness of the conference year gives even greater urgency to make decisions quickly, maybe too quickly. | World Board/WSC Structure |

WSC Policies, Standards, Methods, Procedures, Process, Accountability,

| | **Problem Statement** | **Related Resolution** |
|---|---|---|
| 1 | The motion-based CAR format fosters a sense of belonging for some individuals, but is alienating for others. The style is often difficult to understand, and it is too big. | WSO PR/Comm Director/WSC Structure |

### b Guidelines

| | | |
|---|---|---|
| 2 | Lack of adherence to Twelve Concepts for NA Service. The fellowship approved them—we need to live by them or try to have them rescinded, but not just ignore them. | Implement the Twelve Concepts |

### c Evaluation of own work

| | | |
|---|---|---|
| 1 | Boards/Committees lack project evaluation processes. | WSO Planning Director |
| 2 | Boards/Committees lack annual review of own work, standards for board/committee effectiveness, and clearly defined goals. | WSO Planning Director |

### d Working processes

| | | |
|---|---|---|
| 2 A | Agenda "overload" exists because at times there is too much to do in too short a time. Agenda poorly prioritized. | WSO HR Director/WSO Planning Director |
| 2 D | Meetings not started on time. | WSO HR Director |
| 7 | Inconsistent systems for file maintenance (computer and paper) throughout office, which creates problems in accessing needed files. | None: WSO Internal Matt |
| 8 | Duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination for world service periodicals. | None: WSO Internal Matt |
| 9 | Insufficient awareness among staff of WSO style guide and standards | WSO PR/Comm Director/WSO HR Directo |
| 10 | Inefficient computer process for world service periodical subscription management. | None: WSO Internal Matt |

### e Grievances, interpersonal relationships, conflict resolution, trust

| | | |
|---|---|---|
| 1 | Lack of trust. | Implement the Twelve Concepts |
| 1 A | Personalities and egos get in the way. Everyone wants to give input and have the last word on everything. | Implement the Twelve Concepts |
| 1 B | Some members of boards/Committees do not follow through with their commitments. | HR Panel/World Board |
| 1 C | Trust or the lack of trust is seldom discussed in the open, but only in side conversations, large amount of denial that this is an issue. | Implement the Twelve Concepts |
| 1 D | Some members say they believe that spiritual principles are not a priority on all world services agendas. | Implement the Twelve Concepts |
| 2 | Impaired ability to express diverse opinions and resolve conflict. | Implement the Twelve Concepts/WSO HR Director |

## Communication within World Service Boards and Committees

| | | |
|---|---|---|
| 4 | Haphazard internal board/committee mailings. | None: WSO Internal Matt |
| 6 | Distrust among board/committee members impairs a board/committee's communications. | Implement the Twelve Concepts |

## Communication between WSO Staff and Related Boards and Committees

| | | |
|---|---|---|
| 4 | Staff has a tendency to overextend its own limits in supporting WSC functions. | None: WSO Internal Matt |

## Communication between World Services and the Fellowship

| | | |
|---|---|---|
| 3 A | Rampant database inaccuracies. Insufficient data, infrequent updates from | None: WSO Internal Matt |

## Appendix 3: Future

| | Problem Statement | Related Resolution |
|---|---|---|
| 5 D | We don't have enough staff to handle the volume of communications effectively. | None: WSO Internal Matter |
| 6 | Fellowship correspondence not turned around quickly enough within staff. | None: WSO Internal Matter |
| 6 B | Frequent rewrites, review by one or more staff members reduces timeliness. | None: WSO Internal Matter |
| 7 B | Inadequate screening, inappropriate routing at front desk. | None: WSO Internal Matter |

## Communication Channels: Translations, Translatability of Service Materials

| | | |
|---|---|---|
| 2 | There are no steps taken to ensure service materials under development are translatable and translated. | WSO PR/Comm Director |

## Communication Channels—Periodicals

| | | |
|---|---|---|
| 1 | Inconsistent production schedule for PI News and NA Update. | WSO PR/Comm Director |
| 2 | Meeting by Mail is distributed in some jails. | None: WSO Internal Matter |

## Services To The Fellowship

| | | |
|---|---|---|
| 1 | Untimely staff responses to tax and incorporation questions from local service bodies. Many questions, not enough time. Questions are extremely complex. Answers not uniform. Staff members with adequate understanding are limited. Legal, traditions, individual issues. | WSO PR/Comm Director |
| 2 | No services are provided by WCC directly to regions or areas. WCC has valuable resources that areas and regions could use, but has no established means of sharing those resources. WCC could benefit from what regions and areas have to share in return. | World Board |

## Public Relations Services

| | | |
|---|---|---|
| 2 | Inability to assist people whose needs are outside the scope of what NA does. When on the phone or corresponding with people who have needs that we don't usually handle, we have no resources or guidelines for even minimum referrals. | WSO PR/Comm Director |
| 3 | Non-development of our relationships with non-NA agencies that help addicts. We only Communicate and cooperate with the organizers of non-NA events during the event, rather than throughout the year. | WSO PR/Comm Director |
| 4 | Office tours are inconsistent in information given, things shown, and how people are introduced. | None: WSO Internal Matter |

Appendix 4: Consolidated Inventory of Resolved Problems for World Services

Drawn from inventory materials. Have been resolved since the inventory was completed.

| Problem Statement | Related Resolution |
|---|---|

## *Completed*

## Financial Resources--Allocation

### 4 WSO facilities

| | | |
|---|---|---|
| 2 | Physical plant too small. | No longer relevant |
| 2 A | The needs for specialized work areas (such as a typography room, enclosed areas for noisy equipment, quiet areas for proofreading jobs, work areas for large mailing jobs etc.) cannot be accommodated due to limited or lack of space. | No longer relevant |
| 2 B | Running out of warehouse space. Especially short on packing areas. | No longer relevant |
| 2 C | Lack of space creates inefficiency in accessing accounting storage and producing and storing adequate hard-copy records of transactions. | No longer relevant |
| 4 | Physical plant dilapidated. Unacceptable lighting, carpets, walls, ventilation, temperature control, bathrooms, windows, leaks, parking, health and safety hazards. Work environment is filthy, has lack of pleasant atmosphere and decor. | No longer relevant |

## Structure--Relationships And Roles [Of Respective Boards, Committees]

### b Relations, conflicts between [staff teams]

| | | |
|---|---|---|
| 7 D | Staff are in three buildings, so there is no way to know who is where. | No longer relevant |

<table>
<tr><td colspan="2">

**Appendix 5: Consolidated Inventory of Vision/Mission-Related Solutions for World Services**

Drawn from inventory materials. Would be resolved by effective implementation of noted
</td></tr>
</table>

| Solution Statement | Related Resolution |
|---|---|

## *Vision/Mission*

### Purpose, Goals, Planning

| | Related Resolution |
|---|---|
| 2 A) Develop clear statements of purpose (mission statements) for the World Service Conference, world services in general, and each of its component elements. Take steps to ensure broad consensus behind such statements and to communicate them widely and clearly. | Vision/Mission Statements/WSO Planning Director |
| 4 G) Ensure that the goals, not the activities, are kept foremost in mind. | WSO Planning Director/World Board/Vision/Mission Statements |

### Internal Work Processes

| | Related Resolution |
|---|---|
| 2 A) Service body members should treat each other properly, giving mutual support, honesty, and trust. Remember "principles before personalities," and heed the message rather than the messenger. Focus on the solutions, not the problems; develop faith, not fear. Surrender the need to have the last word in every discussion; for that matter, just surrender. Encourage communication between members of each service body between meetings; members should get to know one another better as people, not just service colleagues. | Ongoing |
| 5 A) Act globally—that is, act with a worldwide fellowship's growth and welfare in mind, not just one region or group of regions. | Vision/Mission Statements |
| 6 A) Work together for the common good toward common solutions, not private agenda. | Write Mission Statements for all Entities |
| 16 B) Members should examine their own motives for participation in service work. | Ongoing |

### WSO Staff Training Needs

| | Related Resolution |
|---|---|
| 1 G) WSO's overall mission and purpose | WSO HR Director |

# Appendix 6: Consolidated Inventory of Structure-Related Solutions for World Services

Drawn from inventory materials. Would be resolved by effective implementation of noted

| Solution Statement | Related Resolution |
|---|---|

## *Structure*

### Internal Work Processes

| | | Solution Statement | Related Resolution |
|---|---|---|---|
| 7 | A) | We need more effective leadership and more experienced trusted servants. All procedures used to select body leaders and members should be examined and adjusted to promote greater diversity and a better-qualified working membership. | World Pool/HR Panel |
| 9 | B) | Work on the WSO annual report should begin immediately after the completion of the previous one and should be a year-round activity. | WSO Planning Director |
| 14 | A) | Work groups should be utilized more in completing projects, rather than trying to do projects in a full-body setting. Procedures, communications needs for work-group operations should be documented. Work distribution should be carefully considered, and work-group assignments within a body should be rotated among the body's members so that individuals don't become too closely associated with particular projects. Alternately, work groups could be eliminated if a body chooses to focus on idea-generating, philosophical discussions of its service area. | WSO HR Director/Ad Hoc Committees/WSO PR/Comm Director |
| 15 | A) | The skills of new members of a service body should be assessed so that they can be assigned to projects, subcommittees, or work groups in which they can serve effectively. | WSO HR Director/HR Panel/World Pool |
| 22 | A) | The role of the "interested member" in service work should be explored, facilitated, and documented. Experienced former body members should be used as needed as assets. Non-body-members with special talents should be utilized on work groups or subcommittees. | World Pool/HR Panel |
| 23 | A) | When a project has not been planned well, the body responsible for it should speak up and have the deadlines set back instead of proceeding hastily with inadequate resources, information, or direction and doing a poor job. | WSO Planning Director/World Board/Ad Hoc Committees |
| 26 | A) | The WSC should make work assignments to the various world service bodies, and let those bodies in turn assign each task to individual members or working groups, facilitating division of responsibility within each body according to available resources. | WSO HR Director/Ad Hoc Committees |
| 27 | A) | Each body should assign its members to working groups after the WSC each year, based on the number and type of work assignments assigned each body. | HR Panel/World Board/Ad Hoc Committees |
| 28 | A) | Guidelines for associate members of world service bodies, where they exist, should be clarified and implemented. | Ad Hoc Committees/World Pool/WSO HR Director |
| 29 | A) | Since the choice of meeting sites for some bodies prevents them from utilizing working groups, utilize associate members and regional counterparts to form working groups with registered world service body members as leaders. | Unified Budget/Ad Hoc Committees/World Pool |
| 30 | A) | Members of world service bodies who live in the same parts of the world might do events together, getting more information about each other and developing more trust and skills for better flow. | Geographic Divisions |

## Appendix 6: Structure

| Solution Statement | Related Resolution |
|---|---|
| 31 A) Clearly define production schedules for world service periodicals and stick to them. | WSO PR/Comm Director |

### Meetings

| | |
|---|---|
| 1 B) Accomplish in a timely fashion work described in guidelines, assigned by the conference, or special projects | World Board/Ad Hoc Committees/WSO Planning Director |
| D) Improve communication, within a body and between bodies | WSO PR/Comm Director |
| E) Increase camaraderie and the ability of a body to function as a team | WSO HR Director |
| 4 A) Bodies should develop reasonable expectations about the number and location of meetings they will be able to hold, given the time and resources available, and plan accordingly | WSO Planning Director/Ad Hoc Committees |

### Establishing Priorities

| | |
|---|---|
| 2 A) Provide or exchange sufficient information between bodies and throughout world services to establish priorities world service-wide. | WSO Planning Director/World Board/WSO PR/Comm Director |
| 3 A) Create a prioritizing process: | WSO Planning Director/World Board |
| B) Identify projects at issue | WSO Planning Director/World Board/Ad Hoc Committees |
| C) Establish the relative value of those projects to our fellowship | WSO Planning Director/World Board/WSC |
| D) Establish priorities, both short-term and long-term | WSO Planning Director/World Board |
| E) Budget and allocate staff accordingly | WSO Planning Director/World Board/Unified Budget |
| 4 A) Make the priorities stick. Not every project proposed can be carried out; only the higher priority projects can be budgeted and staffed. | WSO Planning Director/World Board/Ad Hoc Committees |
| B) Note that each of the three volunteer bodies offering suggestions in this category also encouraged world services to upgrade the priority of their particular body's work for budgeting and staffing allocation purposes | No longer relevant |

### Budgeting and Fund Allocation; Alternative Budget Management Ideas

| | |
|---|---|
| 1 A) Develop and document criteria and protocol for funding work throughout world services. | WSO Planning Director/World Board/Unified Budget |
| 2 A) Set aside adequate time for budget planning. | WSO Planning Director/World Board |
| 5 A) Allocate a "basic budget" to all service bodies, including some attendance at committee meetings, WSO staff support, and communications with the fellowship. | Ad Hoc Committees/Unified Budget/WSO Planning Director/World Board |

| Solution Statement | Related Resolution |
|---|---|

## Improving World Service Communications, Cooperation

2  A)  There should be some group of trusted servants staff can look to as a resource for all projects, even those that are not deemed crucially important. Some projects need guidance, not just conference floor criticism. (Special projects get more focused attention than ongoing responsibilities.) — World Pool/Ad Hoc Committees

3  A)  Board and committee leaders often are not able to complete their reports or approve edits on them in a timely, efficient manner. Perhaps the leadership could provide direction to staff necessary to complete reports, revising and approving them once they are written. — WSO PR/Comm Director

## Fellowship Services, Communication

4  A)  Thoroughly examine fellowship communications: their timeliness, translations, and what is communicated to whom by whom. — WSO PR/Comm Director

## Internationalizing World Services

3  A)  Shift service development and delivery focus, from North American to global. — Geographic Divisions/World Board

5  A)  Recruit and fund service-body members from around the globe. — WSO HR Director/HR Panel/World Pool

6  A)  Ensure all WSC participants are adequately briefed on procedure (which is based in USA customs) so that they can fully participate. — WSO HR Director

7  A)  Explore the creation of a national level of service, pooling USA representatives together. Then explore cost equalization for WSC participation for the then-smaller pool of world-level trusted servants. — Geographic Divisions/Unified Budget/World Service Representatives

## Delegate Funding

1  A)  Fund all regional representatives, or none. — World Board/Unified Budget

2  A)  Further investigate cost equalization for conference participation. — World Board/Unified Budget

## Motions and Issues, Voting and Consensus Building at the Conference

1  A)  Pre-process WSC issues through zonal forums. — Geographic Divisions

## Zonal Forums

2  A)  Make time at WSC for interzonal communication. — WSC Structure

3  A)  Empower zonal forums. — Geographic Divisions

4  P)  Have the WSC define and give purpose to zonal forums. — Geographic Divisions

8  A)  Encourage the WSC to move globally toward zonal representation. — Geographic Divisions

## Professional (Non-NA) Events

2  A)  Additional trusted servants should be trained at professional (non-NA) events on how to staff such events. — WSO HR Director

*Appendix 6: Structure*

| Solution Statement | Related Resolution |
|---|---|
| 1  A)  Increase the WSB-WSO linkage to better facilitate external communications. | WSO PR/Comm Director/World Board |

## Orientation, Training

| | |
|---|---|
| 1  B)  Hold an opening in-depth orientation for new participants | WSO HR Director |
| C)  Conduct panel presentations to educate all participants on issues being discussed | WSO HR Director |

## Full Funding for Board, Committee Members

| | |
|---|---|
| 1  A)  World services should pay the service-related expenses of all members of boards, committees, and their working groups or subcommittees, no matter where in the world they come from. | WSC Structure/Unified Budget |

## Nomination, Selection, Recruiting Members--General

| | |
|---|---|
| 3  A)  Bodies should solicit names from regions and generally interface more, and more regularly, with the fellowship through travel and communications to locate and become familiar with suitable candidates. | WSO HR Director/HR Panel/World Pool |

## Nominations Committee

| | |
|---|---|
| 1  A)  Create a nominations committee in whose processes the WSC can have confidence. | HR Panel |

## Staffing Needs

| | |
|---|---|
| 2  A)  A public relations director. | WSO PR/Comm Director |
| 6  A)  A personnel manager. | WSO HR Director |

## WSO Staff Training Needs

| | |
|---|---|
| 1  A)  A general training program should be implemented, beginning immediately and followed up on each year.  The program should cover both specific and general areas: | WSO HR Director |

## WSO Business Plan

| | |
|---|---|
| 1  A)  Development of a long-term business plan for the World Service Office. | WSO Planning Director/World Board |

## Single Board

| | |
|---|---|
| 1  B)  Create one central board for world services with a single system of committees. | World Board/Ad Hoc Committees |
| C)  Use the board for centralized administration, communications, resource management, priority oversight, and task distribution. | World Board |
| D)  Make the board responsible for "macro," strategic, long-term planning and for creating a structure within which its committees could develop "micro," tactical, mid-term plans in their distinct areas of responsibility. | WSC Structure/World Board |
| E)  Include procedures that will allow the board's committees to expand if the projects they are assigned require it. | World Board/Ad Hoc Committees/World Pool |

## Unified Budget                              P a g e  8 4

| | |
|---|---|
| 1  A)  In budgeting, combine all world service income sources in a single pool. | World Board/Unified Budget |

*Appendix 6: Structure*

| | Solution Statement | Related Resolution |
|---|---|---|
| 2 A) | Consider, prioritize, and allocate for all world service work as part of the same budgeting process. | World Board/Unified Budget |
| 3 A) | Define uniform funding criteria for uniform application throughout world services. | World Board/Unified Budget |
| 4 A) | Consider all expenses in the world service budgeting process, including: | World Board/Unified Budget |
| B) | Expenses of committee members for their work | World Board/Unified Budget |
| C) | Costs of all regional representatives worldwide for participating in conference meetings | World Board/Unified Budget |

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## Appendix 7: Consolidated Inventory of Future Solutions for World Services

Drawn from inventory materials. Still need follow-up, but RG resolutions pertaining to each item are noted.

---

| Solution Statement | Related Resolution |
|---|---|

## *Future*

### Purposes of Different Entities in World Services

| | | | |
|---|---|---|---|
| 1 | A) | Reconsider those portions of their statements of purpose that have been approved by the fellowship and the conference in theory but not in practice | Write Mission Statements for all Entities |
| 2 | A) | Implement the existing statements of purpose | Write Mission Statements for all Entities |
| 3 | A) | For each purpose to be fulfilled, identify only one service body to fulfill it | Ad Hoc Committees |
| 4 | A) | Clarify incomplete or imprecise statements of purpose | Write Mission Statements for all Entities |

### Purpose, Goals, Planning

| | | | |
|---|---|---|---|
| 1 | A) | Assess the needs of the fellowship for services, in a proactive but not dictatorial way. | None: WSO Internal Matter |
| 3 | A) | Identify measurable, achievable short- and long-range goals directly related to the statement(s) of purpose. | WSO Planning Director/World Board |
| 4 | A) | Create a long-range plan identifying objectives to fulfill the short- and long-range goals identified previously. | WSO Planning Director/World Board |
| | B) | Convene a "vision-building" group or meeting to initiate the planning process. | WSO Planning Director |
| | C) | Work on a three- to five-year plan now; later, extend the planning process to encompass a five- to ten-year range. | WSO Planning Director/World Board |
| | D) | Hold annual planning meetings. Evaluate, reassess, prioritize projects in play. | WSO Planning Director/World Board |
| | E) | Include all world service leaders in the planning process. Also include staff. This will ensure a common understanding of the purpose, goals, and project plans. | WSO Planning Director/World Board |
| | F) | Plan work to fulfill the statement(s) of purpose, not according to temporary winds of opinion. | World Board |
| | H) | Use project-planning procedures on all projects; don't approve the commencement of any project without a complete plan. | WSO Planning Director/World Board |
| | I) | Build conservative, reasonable timelines into project plans. | WSO Planning Director/World Board |
| | J) | Service units should take full advantage of the experience of all their members in developing practical project plans. | Ad Hoc Committees/World Board |
| | K) | Prioritize projects being planned. Budget accordingly. | WSO Planning Director/World Board/Unified Budget |
| | L) | Document the planning process. | WSO Planning Director |
| | M) | Educate trusted servants and special workers in planning skills, procedures. | WSO HR Director/WSO Planning Director |
| | N) | Publish the long-range plan, providing an internal performance measuring tool and means for external (fellowship) access to the planning process. | WSO Planning Director/World Board |
| | O) | Assure that planning activities are given top priority--must do! | WSO Planning Director/World Board/WSC |

| | | Solution Statement | Related Resolution |
|---|---|---|---|
| 1 | A) | For specific projects, both in-progress and end-of-project outcome evaluations were recommended. In-progress evaluations need not be involved or in-depth to be helpful. | WSO Planning Director/World Board/Ad Hoc Committees |
| 2 | A) | Annual internal evaluations of the work of all service bodies should be built into their calendars. | WSO Planning Director/World Board/Ad Hoc Committees |
| | B) | Annual evaluations should develop and apply standards of effectiveness. | WSO HR Director |
| | C) | Service body leaders should evaluate each work-group leader's performance and poll individual work-group members on the performance of the group as a whole. | WSO HR Director/World Board/Ad Hoc Committees |
| | D) | Service body members should evaluate their own performance. | WSO HR Director/World Board/Ad Hoc Committees |
| | E) | Materials and services made available for use by the fellowship should be re-evaluated on a regular basis. | World Board/WSC |
| | F) | Projects, services, and materials should be measured against their relevance to and effectiveness in fulfilling NA's primary purpose. | Write Mission Statements for all Entities/WSO Planning Director/World Board/Ad Hoc Committees |
| | G) | Annual internal reviews should be discussed within each service body by the full body. | WSO Planning Director/WSO HR Director/World Board |
| | H) | Annual internal reviews should be published and distributed for fellowship information. The fellowship should then be invited to review and assess each service body's performance. | WSO Planning Director/World Board |

## Internal Work Processes

| | | | |
|---|---|---|---|
| 1 | A) | Work the Twelve Steps. Apply the Twelve Traditions and the Twelve Concepts for NA Service. | Ongoing |
| | A) | Fix the computer program that should be used to calculate Reaching Out and Conference Report subscriptions. | None: WSO Internal Matter |
| 2 | A) | Within WSO staff, discuss accessibility and maintenance of paper files and computer files. Be willing to adapt to the new, standardized systme of file maintenance that may come out of such a discussion. | None: WSO Internal Matter |
| 3 | A) | When service bodies gather for business meetings, make sure recovery meetings are also scheduled. | Write Mission Statements for all Entities |
| | A) | Complete an organizational project for reception area to ensure coverage of front-desk duties. Improve current system of front-desk phone coverage at WSO by building in standing assignments among five staff people for each weekday with extras as backup. Install a voicemail and paging system to assist in front-desk coverage. | None: WSO Internal Matter |
| 4 | A) | Service bodies should engage periodically in fun, team-building exercises with an outside facilitator. For staff teams, this might mean holding special team-building meetings off site. | WSO HR Director |
| | A) | Reassign the computer network administrator to the appropriate team. She is grouped with the Fellowship Services Team solely because of the connection between data services and group services. | None: WSO Internal Matter |
| 5 | A) | Have Loner Group support reassigned to the Group Services component of the Fellowship Services Team, with the Publishing Team providing editorial assistance for the Meeting by Mail. Loner Group staff currently have no group service or fellowship development experience. | None: WSO Internal Matter |

*Appendix 7: Future*

| Solution Statement | Related Resolution |
|---|---|
| 6  A) Assess availability of editorial staff and notify general staff of such availability for assistance. | None: WSO Internal Matter |
| 7  A) Do a team-by-team assessment of form letters: copy, information, tone, and overall effectiveness. | None: WSO Internal Matter |
| 8  A) We must trust our leaders to lead. | Ongoing |
| A) Utilize editorial staff to copy edit/proof all reports leaving the office. | None: WSO Internal Matter |
| 9  A) Leaders must know how to run business meetings. Plan, schedule business meetings and calls more efficiently. Establish an agenda. Prioritize and limit the number of items on the agenda. Once established, report the agenda to body members so they can prepare. When the meeting opens, follow the agenda. Avoid repetition within a meeting. Reduce the number of times decisions are revisited; learn to stick with tough decisions. | WSO HR Director |
| 10  A) Minutes should be distributed promptly to all body members, highlighting decisions made and items needing action. | Ongoing |
| A) Give copyright and trademark use permissions assignment to one staff member; develop protocol for following up on permissions granted. | None: WSO Internal Matter |
| 11  A) Full planning information should be made available to body members for upcoming decisions, especially budget information. | WSO Planning Director |
| A) Reconfigure design team to include people who have a responsibility for design and production, and include design discussions in planning stage for material to be developed. | None: WSO Internal Matter |
| 12  A) Body leaders should communicate regularly (quarterly mailings?) with body members and work-group leaders—members should not be excluded from the information channel, and information should not be withheld from members. Each body should develop written communications procedures. Between-meetings communications should be used to facilitate more between-meetings decision making. | WSO PR/Comm Director |
| A) Review process used to compile the Conference Report, Digest, and WSO Newsline. Place it with one team (preferably the Publishing Team); assign one staff member to oversee process (not necessarily team leader). This will resolve the current duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination. | None: WSO Internal Matter |
| 13  A) Currently, staff either writes or edits most conference reports, making the content very formal and insensitive. Instead, require individuals to prepare their own reports and participate in the outcome of the editing process. | WSO PR/Comm Director |
| A) Find adequate backup vendors for NA Way art, printing, binding, mailing, and fulfillment services for magazine. | None: WSO Internal Matter |
| 14  A) Once changes are made within the publication environment in the "Comin' Up" fellowship events calendar for the Newsline and The NA Way, a hard copy of such changes should be forwarded to the staff member responsible for data entry in the calendar's computerized database. | None: WSO Internal Matter |
| 16  A) Body members must participate in their bodies' work responsibly. | WSO HR Director/HR Panel |
| C) Bodies should hold members accountable for responsible participation. | WSO HR Director/HR Panel |
| D) Member handbooks should be developed, documenting body policies and procedures. These should be periodically reviewed and revised, as needed. | WSO HR Director/WSO PR/Comm Director/WSO |

| Solution Statement | Related Resolution |
|---|---|
| E) Members must know and adhere to the rules for orderly meetings. They should exercise self-discipline and focus on their unity of purpose when meeting. Each body's rules should be periodically reviewed and revised as needed. | WSO HR Director |
| F) Members should prepare for their body's meetings thoroughly. | Ongoing |
| G) Members are responsible to express dissent in their body's meeting, not in the hallway. | Ongoing |
| 17 A) Portions of each body's meetings should be devoted to internal conflict resolution, airing and resolving suspicions, misunderstandings, and grievances. Processes for use in these sessions should be developed. Bodies in general, and leaders in particular, should encourage members to walk through whatever fears of confrontation they may have so they may fully participate in these sessions. | WSO HR Director/WSO PR/Comm Director |
| 18 A) Bodies having conflicts with one another should have joint problem-solving meetings. | World Board |
| 19 A) Bodies should report not only the outcome of their discussions but the pros and cons as well to facilitate fellowship discussion. | WSO PR/Comm Director |
| 20 A) Meetings should start on time, no matter who's there and who's not. | WSO HR Director |
| 21 A) Bodies should develop procedures body members can use to submit input on agenda items when they know they won't be present to discuss those items in person. | WSO Planning Director/World Board/WSO PR/Comm Director |
| 24 A) Limit the number of times a person can go to the mic at the WSC. | WSC Structure |
| 25 A) Some bodies have too few meetings to deal with everything on their agenda, and many people who are not members of those bodies attending their meetings. These bodies should find better use for their agenda time, perhaps scheduling time to meet while non-members are doing something else. | World Board/Ad Hoc Committees |
| 32 A) Aggressively solicit contributions for publication in world service periodicals. | WSO PR/Comm Director |
| 33 A) Use small groups as liaisons to specific corresponding local subcommittees and geographic groupings between meetings. | Geographic Divisions |
| 34 A) Change the evaluation process for assessing conceptual fidelity of translations—formalize it and develop standards. | World Board |
| 35 A) WSO and WSC should give greater latitude in allocating resources necessary to evaluate translations. | Unified Budget/World Board/Ad Hoc Committees |

## Board, Committee Guidelines

| | |
|---|---|
| 1 A) The responsibilities of the body | World Board/Ad Hoc Committees/WSO Planning Director |
| 2 A) Accountability | World Board/Ad Hoc Committees/WSO Planning Director |
| 3 A) Membership; duties | World Board/Ad Hoc Committees/WSO Planning Director |
| 4 A) Funding | Unified Budget/World Board |
| 5 A) Clarify any problematic relations with other service bodies | World Board/Ad Hoc |

*Appendix 7: Future*

| Solution Statement | Related Resolution |
|---|---|
| 6. A) Specific working procedures | World Board/Ad Hoc Committees/WSO Planning Director |

## Meetings

| | |
|---|---|
| 1 A) More meetings are needed, for a variety of purposes: | Ongoing |
| C) Resolve internal conflicts and facilitate the expression of diverse opinion | Ongoing |
| 2 A) Bodies should be given leeway to locate their meetings according to their needs, provided the choice is budget-neutral | Ongoing |
| 3 A) World service body meetings should include one session in a forum setting for interaction with the fellowship, or one meeting a year should be devoted primarily to such interaction | Ongoing |
| 5 A) Make staff meetings a priority | None: WSO Internal Matter |
| B) Teams should meet weekly | None: WSO Internal Matter |
| C) The full staff should meet monthly | None: WSO Internal Matter |
| D) More off-site team meetings should be held | None: WSO Internal Matter |
| E) Teams should hold monthly special-topic meetings to address specific problems | WSO Planning Director/WSO HR Driector |

## Initiating Projects

| | |
|---|---|
| 1 A) One service body offered a suggestion that a process be added to its guidelines for initiating projects itself, remedying the body's lack of proactive direction. | World Board/Ad Hoc Committees |

## Establishing Priorities

| | |
|---|---|
| 1 A) Recognize that the lives of committees are less important than their projects. | Ad Hoc Committees |

## Budgeting and Fund Allocation; Alternative Budget Management Ideas

| | |
|---|---|
| 3 A) Keep both funding and staff resources clearly in mind when planning and budgeting work. Require that the financial impact on the WSO of each proposal to the conference be thoroughly researched. Also require that full and constant disclosure is made of the finite amount of WSO resources that are available to the WSC. | WSO Planning Director/World Board/Unified Budget |
| 4 A) Communicate with the fellowship and the body of WSC participants sufficiently to ensure a base of knowledge about services, their value, and the need for funds. | WSO PR/Comm Director |
| 6 A) Supply each service body with a fixed percentage of WSC income for the body to administer as it sees fit. | Ad Hoc Committees/Unified Budget/World Board |
| 7 A) Replace current budgeting and funding system with a block-grant system to fund world service entities. Require project plans for all expenditures. Once approved, allocate the funds to the project and allow its administrators to manage those funds according to their plan. Develop an oversight committee to review project performance and evaluate funding requests that are over and above the block-grant allocation for the project. This would eliminate administrative micromanagement. | Ad Hoc Committees/Unified Budget |
| 8 A) Provide greater flexibility for funding certain key fellowship-interaction activities. | Deferred for followup work |

## Effective Delegation

| | |
|---|---|
| 1 A) Elect leaders. Clearly define their delegated responsibilities. Grant corresponding authority within a specified range that covers spending, meetings, conference calls, and recruiting help. Maintain accountability through regular communication. | WSO HR Director/HR Panel |

| Solution Statement | Related Resolution |
|---|---|
| 2 A) Further delegate work outward from key leaders and managers with primary responsibility to associates. | Ongoing |

## Leadership

| Solution Statement | Related Resolution |
|---|---|
| 1 A) Recognize our need for leaders, and respect their recommendations. | WSO HR Director/HR Panel |
| 2 A) Make leaders accountable to exercise the responsibilities of leadership: | WSO HR Director/HR Panel/World Board/WSO Management |
| A) In leading effective meetings. | WSO HR Director/HR Panel/World Board/WSO Management |
| C) In addressing causes before they become crises. | WSO HR Director/WSO Planning Director |
| D) In speaking up for the work and decisions of the bodies they lead. | WSO HR Director |
| 3 A) Adapt leadership styles--learn to lead rather than direct. | WSO HR Director |

## Executive Committees

| Solution Statement | Related Resolution |
|---|---|
| 1 A) Promptly inform the full body membership of executive committee discussions and decisions, perhaps through monthly written reports, but do not tie the executive committee's hands. | WSO PR/Comm Director |
| 2 A) Improve work-distribution equitability by rotating the job of facilitating full-body meetings. | World Board/Ad Hoc Committees/WSC Structure |
| 3 A) Rotate other body members onto executive committee calls and meetings to improve work distribution and broaden pool of talent available for such discussions. | Ad Hoc Committees/World Board |

## Improving World Service Communications, Cooperation

| Solution Statement | Related Resolution |
|---|---|
| 1 A) A centralized fellowship information file could serve as a resource for all WSO teams and reduce duplication of services. | None: WSO Internal Matter |
| B) Complete work on a communications protocol document describing service-wide communications procedures for all to read and follow. | WSO PR/Comm Director |
| B) Include specifics on translating service communications--what to translate into which languages, who is to translate it, and how much to budget for it. | WSO PR/Comm Director/World Board |
| 2 A) Improve direct, face-to-face communication between service bodies; defuse the conflicts misinformation can breed before they arise. | WSO HR Director/WSO PR/Communications Director |
| B) "Deformalize" communications--make them more "friendly." Make sure the message is given more importance than the medium. | WSO PR/Comm Director |
| C) Allow trusted servants to communicate less formally, as individuals, instead of as formal representatives of the service bodies to which they belong. | WSO PR/Comm Director |
| 3 A) Create a procedure for enforcing conference decisions and resolving interbody conflicts between WSC meetings. | World Board/WSO HR Director/WSO PR/Communications Director |
| 4 A) Include board, committee members on the WSC participant mailing list. | WSO PR/Comm Director |

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*Appendix 7: Future*

| | Solution Statement | Related Resolution |
|---|---|---|
| A) | Staff has a tendency to overextend itself in supporting the boards and committees it works with, especially when the bodies meet, and especially during conference time. Staff needs to establish limits and stick to them. They should make their responsibilities, procedures, and schedules clear to the trusted servants with whom they work. | None: WSO Internal Matter |
| 5 A) | Include the chairs of all WSC standing committees in world service meetings and communications. | WSO PR/Comm Director |
| 6 A) | Commit more communications between meetings to writing, making it easier to distribute them to more people and therefore less selective. | WSO PR/Comm Director |
| 7 A) | Provide more regular information on the financial status of world services, broadening everyone's understanding of the reasons underlying budget allocation decisions. | WSO PR/Comm Director |

## Fellowship Services, Communication

| | | |
|---|---|---|
| 1 A) | Prepare "user-friendly" service guides and material explaining world service roles and activities. | WSO PR/Comm Director |
| B) | Describe fellowship development activities so that members understand the need for funds in that area. | WSO PR/Comm Director |
| C) | Continue developing simplified service guides that can be translated easily. | WSO PR/Comm Director |
| D) | Clarify the policy on translating service material. | WSO PR/Comm Director/World Board |
| 2 A) | Increase participation by world service personnel in local service workshops and other face-to-face fellowship-interaction activities. | World Board/Geographic Divisions |
| B) | Fund participation in local workshops. | Geographic Divisions |
| C) | Coordinate calendars for local events to facilitate participation. | Geographic Divisions |
| D) | Inform local committees that world personnel are available for participation. | Geographic Divisions/World Board |
| E) | Organize continental resource groups to assist different world territories in conducting service workshops. | World Board/Geographic Divisions |
| 3 A) | World services needs to find better ways to communicate directly with the NA groups. | WSO PR/Comm Director |
| B) | Encourage increased use of regional assemblies, where GSRs interact directly with their region's representatives to world services. | Geographic Divisions |
| C) | Communicate the importance of a complete, up-to-date fellowship service contact address database at the WSO, and the need for regular address updates. | None: WSO Internal Matter |
| D) | Better utilize existing communications tools like the Conference Report and Digest. | WSO PR/Comm Director |
| 5 A) | Focus on correspondence-handling procedures. Ensure sufficient staff to facilitate proper handling of world service correspondence. | WSO PR/Comm Director |
| 6 A) | Open up more opportunities for direct interactions between world services and the fellowship through telecommunications. | WSO PR/Comm Director |
| 7 A) | Focus on attitude in fellowship communications and interaction: cooperative, service-oriented, humble. | WSO PR/Comm Director |

## Internationalizing World Services

| | | |
|---|---|---|
| 1 A) | Rotate meetings outside USA. Cultivate contacts with NA communities globally. | Geographic Divisions/World Board |

*Appendix 7: Future*

| Solution Statement | Related Resolution |
|---|---|
| 2  A)  Translate the CAR into the other languages most widely used by NA communities, and translate selected summaries of world service communications throughout the year.  Find and use appropriate shipping/transmission methods to ensure timely delivery of the CAR and other key world service communications to all NA communities and all conference participants worldwide. | WSO PR/Comm Director/World Board |
| 4  A)  Develop more translated service materials. | Ad Hoc Committees/World Board/Geographic Divisions |

## WSC Timeframe

| | |
|---|---|
| 1  A)  Hold the WSC every two years. | Deferred for followup work |
| 2  A)  Hold business sessions every other year. | Deferred for followup work |
| 3  A)  Have the conference meet every three, or five, or seven years. | Deferred for followup work |

## Motions and Issues, Voting and Consensus Building at the Conference

| | |
|---|---|
| 2  A)  Hold more WSC quarterlies to facilitate more and wider fellowship discussions of world service issues. | No longer relevant |
| 3  A)  Reduce the number of motions allowed at the WSC. | WSC Structure |
| 4  A)  Increase the amount of time allotted for discussion at the WSC. | WSC Structure |
| 5  A)  Use more small groups to discuss issues and process business at the WSC. | WSC Structure |
| 6  A)  Change the RSR's job description to promote a shift toward consensus building. | Geographic Divisions/WSC Structure |
| 7  A)  Don't vote at the conference at all. | Deferred for followup work |
| 8  A)  At the WSC, identify the issues that will go out for fellowship discussion in the next Conference Agenda Report. | WSO Planning Director/World Board/WSO PR/Communications Director |
| 9  C)  Make motions presented to the fellowship in the CAR non-amendable.  Expand the time frame for voting on new WSC business to one year to facilitate broad fellowship consideration. | No longer relevant |

## Conference Agenda Report

| | |
|---|---|
| 1  A)  Change the CAR format to issues rather than motions. At minimum, create a two-part CAR: one for discussion items, the other for motions. | WSO PR/Comm Director |

## Zonal Forums

| | |
|---|---|
| 1  A)  Create a forum for interzonal communication. | Geographic Divisions |
| 5  A)  Make conference funds available for zonal forums. | Geographic Divisions/Unified Budget |
| 6  A)  Create a cost-equalization plan for participation at zonal forums. | Geographic Divisions/Unified Budget |
| 7  A)  Encourage the USA regions to consider consolidating into zones for purposes of mutual support and WSC representation. | Geographic Divisions |

## Professional (Non-NA) Events

*Appendix 7: Future*

| Solution Statement | | Related Resolution |
|---|---|---|
| 1. A) | Publish trip reports and accounts of non-NA professional events in NA world service periodicals that reach ASCs and groups so that the fellowship knows enough about these events to assess their value. | WSO PR/Comm Director |
| 3 A) | The PI Committee leadership should work in conjunction with the Interim Committee and WSB External Affairs to decide what events to attend and who should go. | World Board/WSO PR/Comm Director |

## Other Public Relations Activity

| | | |
|---|---|---|
| 2 A) | Create office guidelines for basic referrals to agencies that can assist people in ways NA can't. | WSO PR/Comm Director |
| 3 A) | Develop some plan for ongoing contact with non-NA organizations with which we come in touch. | WSO PR/Comm Director |

## Roles, Responsibilities of World Service Personnel

| | | |
|---|---|---|
| 1 A) | Prepare written descriptions of membership requirements and service duties, including: | WSO HR Director/HR Panel/World Board |
| B) | Ethics policy | WSO HR Director/HR Panel/World Board |
| C) | Accountability procedures | WSO HR Director/HR Panel/World Board |
| D) | Clarification of roles of dual members (on more than one world board or committee) | WSO HR Director/HR Panel/World Board/Ad Hoc Committees |
| 2 A) | Update these descriptions promptly, as required. | WSO HR Director |
| 3 A) | Add details on impact of world services commitments to descriptions of responsibilities: | WSO HR Director |
| B) | Personal time requirements away from family and job | WSO HR Director |
| C) | Especially difficult for single parent | WSO HR Director |
| D) | Significant amounts of personal funds spent are non-reimbursable | WSO HR Director/World Board |

## Orientation, Training

| | | |
|---|---|---|
| 1 A) | For the conference: | WSO HR Director |
| 2 A) | Develop thorough orientation procedures, programs, and materials for new members. | WSO HR Director |
| B) | Include a world service glossary in the orientation packet. | WSO PR/Comm Director/WSO HR Director |
| C) | Allocate the time necessary for orientation (a full day?). | WSO HR Director/World Board |
| D) | Ask new members to assess the orientation program and materials each year to help improve next year's orientation. | WSO HR Director |
| 3 A) | Devise mentor systems that pair new members with more seasoned trusted servants. Double up on assignments within bodies until new members are fully prepared to perform on their own. | WSO HR Director |

## Burnout

| | | |
|---|---|---|
| 1 A) | Set realistic work schedules. | Ad Hoc Committees/World Board/WSO HR Director |
| 2 A) | Reinforce personal recovery. | Ongoing |

| Solution Statement | Related Resolution |
|---|---|
| 3  A)  Pay attention to the projected work pace (put forth before WSC). | World Board/Ad Hoc Committees |

## Nomination, Selection, Recruiting Members—General

| | |
|---|---|
| 1  A)  Nomination/election/appointment procedures for new members of service bodies should be written. These procedures should clearly define performance expectations and skill requirements. A related removal procedure should also be developed, written, and implemented. | WSO HR Director/HR Panel/World Board |
| 2  A)  Bodies should be able to bring individuals from outside world services onto short-term working groups to test their skills and general suitability for possible long-term membership. | World Pool/Ad Hoc Committees |
| 4  A)  Have all world service body members elected by the conference. | WSC Structure/World Pool/Ad Hoc Committees |
| 5  A)  Allow the Translation Committee to select its own new members from the other four world service entities from which it draws trusted servants. | HR Panel/World Pool |

## Staffing Needs

| | |
|---|---|
| 1  A)  An ad hoc outreach coordinator. | None: WSO Internal Matter |
| 3  A)  Additional production and translations staff. | None: WSO Internal Matter |
| 4  A)  A reception assistant. | None: WSO Internal Matter |
| 5  A)  An additional coordinator for the Conference Services Team. | None: WSO Internal Matter |
| 7  A)  Additional staff for the Fellowship Services Team. | None: WSO Internal Matter |
| 8  A)  A shipping assistant familiar with stock monitoring and reordering. | None: WSO Internal Matter |

## WSO, WSC Relations

| | |
|---|---|
| 1  A)  Clarify and define the general role of special workers in world services, in writing. | WSO HR Director |
| 2  I)  Develop a written protocol for interaction between volunteer bodies and the WSO. | World Board/Ad Hoc Committees |
| 3  A)  Volunteer bodies should say clearly what kind of help they want from WSO staff and develop clear support agreements with management. | World Board/Ad Hoc Committees |
| 4  A)  Encourage special workers to speak up about their limits. | None: WSO Internal Matter |

## WSO Sales Policy

| | |
|---|---|
| 1  A)  The WSO sales policies and licensing agreements should be revised in such a way that every NA community pays its fair share for recovery literature and thus supplies the necessary resources for translation work. | World Board |

## Consultants

| | |
|---|---|
| 1  A)  When consultants are used in world services, their roles should be carefully planned. | WSO Planning Director/World Board/WSO HR Director |
| 2  A)  Management consultants should be employed to help the WSO staff evaluate the progress it has made in its team development program. 9 5 | None: WSO Internal Matter |
| 3  A)  A professional consultant should be retained to advise the WSO on ways to | None: WSO Internal Matter |

*Appendix 7: Future*

| Solution Statement | Related Resolution |
|---|---|

## WSO Facilities

4.. A) Do not draw or supply primary work equipment from an equipment graveyard. — None: WSO Internal Matter

## WSO Staff Training Needs

1 B) All functions in the phone-relief responsibility — WSO HR Director

C) Editorial standards and their usage — WSO PR/Comm Director/WSO HR Director

D) Orientation on in-house stock production work — WSO HR Director

E) Supervisor training for managers (to include delegation) — WSO HR Director

H) Team concept and purpose; team building — WSO HR Director

I) Staff and team interaction — WSO HR Director

J) Service structure orientation, processes — WSO HR Director

K) Cost-effective work habits — WSO HR Director

L) Project planning and goal setting — WSO HR Director

M) Time management — WSO HR Director

N) Personal skills (communications, constructive criticism) — WSO HR Director

O) Cross training within all working teams — WSO HR Director

2 A) Find suitable training for a particular staff member in the area of circulation management and magazine marketing. Use skills thus obtained to help in addressing circulation/marketing problems for The NA Way Magazine. — None: WSO Internal Matter

## Single Board

2 A) Address the fear of changing the service structure. This fear is rampant within world services (it is less of an issue within the fellowship itself). Once this fear is dealt with, the transition plans--both strategic and tactical--will be much less difficult to develop and execute. — Write Mission Statements for all Entities

1 A) Not a single board. As a unit it could never make informed decisions about anything and the real work would devolve to a small clique or oligarchy; as a delegated subunit, it would show exactly the same weaknesses. — World Board

2 A) Two boards. Having devised and agreed upon a common long-term plan: — World Board

B) One, the "conference side," would develop what was necessary within constraints of staff time and financial budgets. — Unified Budget/World Board

3 C) The other, the WSO board side, would manage the shop rigorously. One budget, with WSO operations ring-fenced. — World Board

## Twelve Concepts For NA Service

1 A) At nineteen points, the conference inventory and six volunteer bodies suggested that adherence to NA's Twelve Concepts for Service would solve or mitigate various problems within world services. This statement will serve as the summary of those suggestions. — Write Mission Statements for all Entities

Appendix 8: Consolodated Inventory of Completed
Solutions for World Services

Drawn from inventory materials. Have been resolved since the inventory was completed.

| Solution Statement | Related Resolution |
|---|---|

## *Completed*

## WSO Facilities

1  A)  The WSO needs adequate space for personnel, equipment, general and specialized work needs, archives, and warehouse requirements.  Present space is inadequate, and will absolutely not support needed growth.

Resolved by new facility

2  A)  WSO headquarters should be housed in one building, not three as at present.

Resolved by new facility

3  A)  WSO facilities should be upgraded to be more conducive to work and morale, correcting poor lighting, carpets, walls, ventilation, temperature control, and bathrooms, lack of windows, wind and rain leaks, lack of parking, and health and safety hazards.  Presently, the work environment is filthy.  The decor does not provide a pleasant working atmosphere or promote employee pride in the workplace.

Resolved by new facilities

## Appendix 9 - Referred Motions

We discussed the following referred motions during our September meeting. Our response follows each of the motions.

**Motion #4** It was M/S/ Paul H (RSR, Chesapeake/Potomac) and Ted L (RSR, Region of the Virginians) "That the Interim Committee be restructured in the following manner:

- World Service Conference chairperson
- World Service Board of Trustees chairperson
- WSO Board of Directors chairperson
- World Service Conference treasurer
- WSO Board of Directors treasurer
- Four members elected directly by the conference

Further, that all these shall be voting members of the Interim Committee. The members elected by the conference shall be required to have a minimum of five years clean and two years conference experience."

**Resolution Group response:** We believe that the motion is not applicable with the structural recommendations we have made. That structure does not contain an Interim Committee nor any other hybrid committee similar to it.

**Motion #5** It was M/S/ Larry R (RSR, Hawaii) and Christine T (RSR, Aotearoa New Zealand) "That the WSC agrees in principle with the concept of equalization of costs for RSR and RSR alternates to attend the WSC; that the development of a proposal for implementation of such cost equalization be referred to the appropriate WSC subcommittee for voting on at WSC'96; and that this issue be discussed at WSC'95."

**Resolution Group response:** While we agree, in principle, with the idea behind the motion, we feel that it does not pertain to our work due to the specificity of the language. We believe that it will need to be discussed under policies of the conference, which may be better discussed by a group following up on our work.

**Motion #6** It was M/ Paul H (RSR, Chesapeake-Potomac) "That, as policy, world-level trusted servants not be permitted to serve on more than one committee in any given year. Members of the World Service Board of Trustees and the Interim Committee will be exempt from this policy because of the nature of their duties."

**Resolution Group response:** We believe that this motion does not pertain, as the structural recommendations we are presenting call for an individual to serve on no more than one ad hoc committee.

**Motion #7** It was M/S/ Brian M (RSR, Alsask) and Patti R (RSR, Georgia) "That the WSC be held every two years beginning in 1996, and that *TWGSS* be amended where necessary to reflect this."

**Resolution Group response:** We believe that this is an issue that will need to be discussed by the group following us or the conference itself as this is an issue of conference policy. We did not address this issue in our resolutions.

**Motion #14** It was M/ Mountaineer Region "That any motions pertaining to approval of *A Guide to Service* be voted on by groups only."
*Intent:* Concepts One, Two, and Three.

**Resolution Group response:** We have no opinion on this motion as it is beyond the scope of our responsibility.

**Motion #16** It was M/ OK Region "To send any motion that has been presented in the *Conference Agenda Report* and that has been amended on the conference floor back out to the fellowship in the next *Conference Agenda Report* before being voted upon. This should not in any way limit debate upon or amendment of any motion."
*Intent:* To give the final vote on a conference agenda motion to the fellowship.

**Resolution Group response:** Once again, we believe that this is a matter of conference policy and will need to be addressed by a group that will have the task of establishing such policies.

**Motion #17** It was M/ Brazil Region "To authorize the WSO to define and implement an appropriate policy for providing NA recovery literature to regions worldwide, be it through donation, export, or local production."
*Intent:* To respect and accommodate the different economic realities of the various regions as well as the interests of the fellowship as a whole; to allow the addict who still suffers in less developed parts of the world to have full access to

NA recovery literature; and to give the WSO needed flexibility in this area of its responsibilities.

**Resolution Group response:** We believe that this motion deals with setting policy which is outside of our purview. We request that it be referred to the WSO BOD.

**Motion #18** It was M/ Chesapeake/Potomac Region "To dissolve the Interim Committee."
*Intent:* To rectify a situation where too few trusted servants are being asked to assume too much responsibility.

**Resolution Group response:** We believe that the motion is not applicable with the structural recommendations we have made. That structure does not contain an Interim Committee nor any other hybrid committee similar to it.

**Motion #19** It was M/ New Jersey Region "That the WSC chairperson not be a voting member of any WSC committee. The WSC chairperson could still be a member of the Interim Committee in a nonvoting capacity."
*Intent:* To allow the WSC chairperson the ability to remain neutral on all World Service Conference issues.

**Resolution Group response:** We believe that this motion is covered by our structural recommendations. In that structure, no member of the World Board serves on any of the ad hoc committees, but may be asked to provide information or direction to that ad hoc's work.

**Motion #20** It was M/ New Jersey Region "That all regional H&I, PI, literature review, policy, and outreach subcommittee chairpersons registered as such with the WSO be considered members of their corresponding WSC committees, with full participation privileges during committee meetings with the exception of voting privileges."
*Intent:* To increase the flow of information, cooperation, and guidance between regional and world committees.

**Resolution Group response:** We believe that, due our structural recommendations, this motion is not applicable, as we have no standing committees corresponding to those mentioned in the motion.

**Motion #21** It was M/ Michigan Region "That the WSO be given responsibility for translating *Conference Agenda Report* motions and intents (not including the text of addenda) into languages other than English, and for distributing those translations to the respective regions."

*Intent:* That the WSC become more truly representative of a worldwide fellowship.

**Resolution Group response:** We believe that this issue involves policy of the conference and utilization of WSO resources. Therefore, we would ask that it be referred to the WSO and the group that follows up on our work.

**Motion #27** It was M/S Georgia Region/Carolina Region "Remove words "and implement" from Motion #17 in the CAR."

*Intent:* To remove any action taken by WSO without fellowship approval.

**Resolution Group response:** Please see our response to Motion #17.

**Motion #28** It was M/S Georgia Region/Carolina Region "To delete "motions and intents (not including the text of addenda)."

*Intent:* So the fellowship as a whole can make an informed decision.

**Resolution Group response:** Please see our response to Motion #21.

**Motion #29** It was M/S Georgia Region/South Florida "Add at end of Motion #17 'To be submitted in a report to the fellowship to be voted on at '96 WSC by the fellowship.'"

*Intent:* To allow the fellowship to make decision on implementation of this motion.

**Resolution Group response:** Please see our response to Motion #17.

**Motion #30** It was M/S South Florida Region/Carolina Region "CAR motion #6--To add the word 'standing' between 'one' and 'committee.'"

*Intent:* To all world trusted servants to serve on ad-hoc committees as needed.

**Resolution Group response:** We believe that this motion is not applicable as our structural recommendation contain no standing committees. Also, please refer to our response to Motion #6.