



**Narcotics Anonymous
World Service Conference**

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TO: Conference Participants
FROM: The Human Resource Panel
DATE: September 3, 1999

Introduction

We would like to thank the conference once again for allowing us to serve. We take our work this year very seriously because it will set in motion the policies and procedures that will be used to select trusted servants from the world pool for projects, as well as to stand for election at the World Service Conference. We are also working closely with the WB Executive Committee to define the relationship between the Human Resource Panel and the World Board.

We have struggled over the last year trying to work together and yet maintain a healthy distance. With no history to fall back on and many details missing, both the panel and the World Board have been frustrated trying to make this new structure work smoothly. Clearly, the Human Resource Panel is directly accountable to the World Service Conference, but the conference is an event, not an entity. The proposals adopted by the WSC, that created our new system, did not make it clear as to how and to whom the HRP is accountable when the conference is not in session. This structural uncertainty has created friction as both groups have moved forward defining their processes and procedures.

The HRP must remain completely autonomous regarding nominations and the board must remain accountable for all world services. In order to forge an effective partnership between the HRP and the World Board, a clear statement must be created that defines the relationship and how the two bodies interact in a practical sense. Definite lines of mutual accountability between the HRP and the World Board will go a long way toward making NAWS an effective organization. We are very conscious of avoiding past mistakes and plan to work out the details with the world board between now and March.

Election Analysis

The Human Resource Panel is concerned about the effectiveness of our election process. We believe that a successful process will have specific aspects.

- ◆ Fairness for candidates and voters
- ◆ The conference has faith in it
- ◆ Qualified individuals get nominated
- ◆ Individuals are elected in whom the participants have confidence

We are analyzing the results of the 1997, 1998, and 1999 elections to more accurately understand the voting behavior of conference participants for elections. The relative effectiveness of the process can be determined more accurately by breaking down the results. The election results will need to be unsealed and the data tabulated. This will take significant staff time to accomplish. The data will be held in the strictest confidence and the individuals who ran in these elections will be kept anonymous. Not even the HRP will see the ballots. In addition to our own analysis, we plan to have the data evaluated by an outside source.

What We Want To Accomplish

With a population of over 100 voters, we should be able to make some deductions on voting behavior based on the short history that we have. We can't predict who anyone will vote for, but all things being equal, we should be able to predict, with relative accuracy, how many individuals will be elected based on the number of candidates running and the average number of votes per ballot. Our goal is to better understand the election process. Hopefully, in cooperation with the World Board, we will have a permanent election procedure to be placed in TWGWSS by 2002.

More specific questions:

- ◆ Is the process we use to elect trusted servants effective?
- ◆ Is there a quantifiable correlation between the number of candidates running and the number of individuals elected?
- ◆ Is there an optimum number of candidates that the HRP should offer in order to fill the elected positions?
- ◆ Is this number different from the two or three for each opening that is mandated by TWGWSS?
- ◆ Is there a significant number of individuals that voted for the same number of candidates as the number of open positions?
- ◆ Is the average number of votes per ballot higher or lower than the number of open positions?
- ◆ Was the 1999 election for World Board an aberration?

- ♦ Is there a problem with the perceived quality of the candidates?
- ♦ Was the voting behavior significantly different for the 1999 Co-Facilitator election then for all the other elections, that had nominations from regions and conference participants?

Motion 20

Motion #20: "That anyone seeking a world services elected position have their nomination and resume turned into the HRP by September 1st."

Intent: So that all persons elected experience the same process.

MOTION COMMITTED to the Human Resource Panel with a response by the time of the WSM.

HRP Recommendation on Motion #20 from the WSC 1999 meeting

- ♦ The original motion (as written) would establish that no one could be nominated by a region unless they are in the world pool.
- ♦ The motion also would set a deadline for receipt of all regional nominations as of September 1—8 months before the conference. HRP members believe that a conference motion is not the best way to implement this idea because the HRP timeline for their nominating process might change at some point.
- ♦ If a nomination is received from a region, then there is no HRP process possible because all of the process happens before a nomination is made. Therefore the motion as written would have a result that is in direct conflict with the intent.
- ♦ Receiving regional nominations will remove those individuals from consideration by the HRP since the nomination has already been made by a region.
- ♦ An alternative to removing the regional nominee from consideration is to hold regional nominations that are received by the HRP until their nomination process is complete, then if the regional nominee is also an HRP nominee the candidate will have to choose who she/he wants to be nominated by. Otherwise, if the regional nominee isn't also an HRP nomination, the regional nomination will stand.
- ♦ The HRP internal guidelines already contain the September 1 deadline for resumes to be considered.

For all of the reasons above, the HRP recommends to not adopt the motion as written. Further, the only way to accomplish the original intent of this motion is to

eliminate regional nominations. The HRP believes that it is not practical or spiritual to eliminate regional nominations by conference action, but our hope is that the HRP nomination process will have enough integrity to be trusted and utilized so that regional nominations will not be necessary.

World Pool Guidelines

When the HRP and the World Pool were created at WSC 1998, the guidelines for general eligibility and implementation of the world pool in *TWGWSS* were left incomplete. On page 15 of *TWGWSS*, you will find a note that the Human Resource Panel will be providing more detail at the WSC in 2000. The following guidelines will replace that note.

We reported all of this information at the conference in 1999 and received no input. We are still interested in receiving input on these guidelines until November 10, 1999. At that time a motion will be finalized to be included in the 2000 CAR.

Guidelines for General Eligibility and Implementation

- I. World Pool eligibility requirements
 - A. World Pool members must have a minimum of five (5) years clean.
- II. Criteria for selection of nominees
 - A. Meets the minimum clean time requirements.
 - B. The need for balance between rotation (new people and fresh experience) and continuity (service experience) in NA World Service efforts.
 - C. Service interests.
 - D. Skills and talents applicable to the position.
 - E. Maturity level, character, integrity, stability.
 - F. History of commitment.
 - G. Geographical diversity will be an important factor only if all other considerations are equal.
- III. Administrative policy for the World Pool
 - A. The HRP administers the World Pool.
 - B. All information in the World Pool is kept in strictest confidence.
 - C. Increasing the membership of the World Pool is a high priority.
 - D. In order to maintain accurate information, each member of the World Pool whose information is three years old will be sent a request to renew their interest and update their resume.
 - E. Any World Pool member who does not respond to the renewal request within 60 days will be deemed inactive.
 - F. The HRP is responsible for creating and maintaining the World Pool resumes.

- G. The HRP provides a current list of all pool members and current region of residence to the World Board on a quarterly basis.

Human Resource Panel Nominating Future HRP Members

In 1998 Motion 59 amended TWGWSS, taking the nomination of HRP members from the Human Resource Panel, and instead only allowing conference participants to nominate candidates for election to the HRP. Clearly, the will of the conference was to remove nominations to the HRP from the panel itself since there appeared to be an implicit conflict of interest with the possibility that HRP members may have to nominate themselves.

We have discussed this issue at length and we believe it is wrong for the conference to lay groundwork for a process with integrity, then not require nominees to the HRP to go through that process. The HRP has the responsibility for interviewing and checking references on nominees for other positions. It is only right for nominees to the HRP to go through the same process.

We discussed an option at the 1999 conference to alleviate this dilemma. Our suggestion is to increase the term to two conference cycles and to not allow HRP members to run for a second term. Staggering the terms so two members roll off every conference cycle will provide the necessary continuity. In addition, our proposed Internal Guidelines do not allow the HRP to nominate current HRP members to any other position. This effectively removes the conflict of interest and allows HRP nominees to go through the same process as the other nominees.

We will present two motions at WSC 2000 concerning this issue, one to return HRP nominations to the Human Resource Panel, and one to change the term as described above.

Nomination Timeline

Some conference participants may not be familiar with the process that the Human Resource Panel goes through to complete nominations. This consists of an extensive procedure, which narrows the field of candidates to the final nominees over the course of several months. This year we are nominating 4-6 Conference Co-Facilitators and 24-36 World Board Members. This means that HRP members will be doing between 84 and 168 telephone interviews and reference checks in 16 weeks. These are the major milestones:

- ◆ September 1 – Deadline for receipt of World Pool resumes to be considered by the HRP for nomination at WSC 2000.
- ◆ September 9 – First pull of nominees from the World Pool that meet the minimum requirements for Conference Co-Facilitator and World Board member.
- ◆ October 15 – First stage selection complete.

- ♦ October 18 – Letters sent out to prospective candidates.
- ♦ November 30 – Responses from prospective candidates received.
- ♦ December 1 – Interviews and reference checks begin.
- ♦ March 15 – Interviews and reference checks complete.
- ♦ March 31 – Final candidate selections.
- ♦ April 3 – Confirmation letters sent out.
- ♦ Adjournment of Business on the first day of the conference – Deadline for regional/ conference participant nominations.

World Pool Status

There are currently 260 members in the World Pool. 181 members are active and 79 members are inactive. Some members became inactive because they chose not to update their resumes or to respond to our inquiries. They consisted of individuals who had filled out the old service resumes in the 1998 elections. In order to regularly maintain the World Pool in the future, all members whose information is three years old will be asked if they want to remain active and if they want to update their resume. If they no longer want to serve or if they do not respond, their resume will be deemed inactive.

World Pool Resume Update

In order to meet the needs of staffing projects, we need to update the World Pool resume again. This consists of standardizing skill sets and allowing World Pool members to indicate positions they would be interested in and/or the types of projects they would be interested in working on. We expect periodic revisions to the resume form every once in a while in the near future until it is the best it can be and serves everyone adequately. These updates are a work in progress and, as always, we welcome any input or ideas.

Internal Guidelines

We have continued to update our internal guidelines, however, they are not complete. The latest draft is included. You will notice that the sections on staffing projects and our relationship to the WSC and the World Board are incomplete. These are not yet fully defined and require additional work before they are ready for presentation.

We originally understood that our internal guidelines would be in the *Conference Agenda Report*. Because of conference policy, this is not possible since it does not require a conference action. Instead, our internal guidelines will be published in the *March Conference Report*. Of course, input on our guidelines as well as any other procedures, are always welcome.

Human Resource Panel

Internal Guidelines

1999

I. Purpose

- A. The purpose of the Human Resource Panel (HRP), as defined in *A Temporary Working Guide to our World Service Structure*, 1999 edition, is to:
 - 1. Facilitate an election/selection process that will allow the World Service Conference to base trusted servant choices upon the principles of ability and experience.
 - 2. Allow members to be nominated from around the world without having to be present at the conference to receive due consideration.
 - 3. Create a more open opportunity for world services to benefit from our collective resources by providing an established and recognized process by which to do so.

II. Function and Duties of the Human Resource Panel

- A. The Human Resource Panel provides a list of qualified candidates to serve the fellowship. The following duties, as listed in *A Temporary Working Guide to our World Service Structure*, 1999 edition, will guide the panel in accomplishing this function.
- B. Developing a description of the desired skills and experience necessary to complete the upcoming conference cycle's projects and services based upon the World Board's formal request.
- C. Utilizing all available resources for the purpose of soliciting candidates' service resumes worldwide.
- D. Screening applicants' resumes for the purpose of identifying qualifications and skills.
- E. Informing potential candidates as to the qualifications necessary to serve on the World Board, the terms of office, as well as, the general duties of the World Board, its committees, and the World Service Office.
- F. Informing potential candidates as to the qualifications necessary to serve as the WSC Co-Facilitator or as a member of the Human Resource Panel.
- G. Providing the World Service Conference with a list of individual nominees best qualified for election to the World Board and the WSC Co-Facilitator position. These lists, for the purposes of elections at the WSC, will not be governed by any minimum ratio, though the HRP should strive to always offer the conference a choice in candidates. Further, the maximum candidate-to-open-position ratio should also have a limit of no more than three (3) candidates for each open position up for election.
- H. Providing the World Board with a list of individuals' resumes (addicts and non-addicts) for appointment to serve on committee projects. (Clean time requirements are not applicable for non-addicts.)
- I. Maintaining a pool of individuals' resumes for committee appointment in the event of a vacancy.
- J. Having a face-to-face meeting or conference calls (when necessary) prior to the World Service Conference to review candidates' resumes for World Board and committee needs, determining the need for interviews of prospective candidates.

- K. Being available during the conference election process to answer participants' questions. However, all information about the panel's internal discussion about specific candidates will be kept strictly confidential by members of the Human Resource Panel.

III. Relationship to the World Service Conference and the World Board
Being developed

IV. General Processes for Elections

A. Pulling names from the World Pool

1. When WSC elections are scheduled, all those who meet the minimum qualifications will be selected for the initial group of individuals up for consideration.
2. The HRP will decrease the group to a manageable size by an agreed upon process, for example: each HRP member votes for those candidates who he/she feels are most qualified. Those candidates who receive a minimum number of votes survive the first cut.

B. Contacting the candidates

1. Staff will notify each candidate by regular mail that they are being considered for a project or to stand for election.
2. Each candidate will receive a list of the duties and qualifications, and projected travel commitments.
3. Each candidate will be informed that the references they provided on the World Pool resume may be checked, and that a telephone interview may be conducted.
4. Each candidate will be asked to respond within 30 days by mail confirming their willingness to serve and providing an updated World Pool resume if it is out of date.

C. Checking references

1. A standard set of questions will be used to contact all references.
2. References will be contacted by telephone first, email second, or postal mail last.
3. Only HRP members will conduct reference checking.
4. All information gathered will be kept strictly confidential.

D. Telephone interviews

1. Each candidate will provide a telephone interview.
2. A standard set of questions will be used for the interview and asked of each candidate.
3. Only HRP members will conduct telephone interviews.
4. All information gathered will be kept strictly confidential.

E. Reducing the size of the candidate group

1. A candidate will be removed from consideration if the person declines, does not respond, or does not meet all requirements.
2. Significant conflicting information from references will be resolved by the candidate being removed from consideration for the task or nomination in question.
3. A discussion process will accomplish selecting the best-qualified potential nominees of the group under consideration. HRP members will note the

requirements and needs for the task or elected position, and then evaluate the individuals being considered in an objective discussion(s). Discussion will be based only on the information gathered and not on personal experience with the individual. The following circumstances and qualities will be considered in the discussions:

- a. The need for balance between rotation (new people and fresh experience) and continuity (service experience) in NA World Service efforts.
- b. Recovery experience.
- c. Service interests.
- d. Skills and talents applicable to the task/position.
- e. Maturity level, character, integrity, stability.
- f. History of commitment.
- g. Geographical diversity will be an important factor only if all other considerations are equal.
- h. The HRP will not nominate current HRP members to any other position.

F. Facilitating WSC Elections

1. The HRP will present election procedures to the conference each year for WSC approval.
2. The HRP will ensure that all procedures are followed properly during WSC elections.
3. Election procedures will be updated to correct problems or as moved by the WSC.

G. Maintaining the World Pool

1. Increasing the size of the World Pool is a high priority.
2. In order to maintain accurate information, each member of the World Pool whose information is three years old will be sent a request to renew their interest and update their resume.
3. Any World Pool member who does not respond to the renewal request within 60 days will be deemed inactive.

V. Project Selection Process
In development

VI. The Human Resource Panel will utilize the following operational ground rules:

- A. Operating principles of HRP are the Twelve Concepts.
- B. The beginning of each meeting will focus the panel in a way that establishes unity, common respect, and trust for each other.
- C. One person speaks at a time.
- D. Meetings and breaks will start and end on time.
- E. HRP issues will be discussed. Extraneous subjects will not be discussed.
- F. Discussions will be balanced—no one person dominates and everyone actively participates. Respect for each other's views will be given.
- G. The panel will try to achieve consensus whenever possible. Personal views will be expressed, but panel members will not separate themselves from the consensus and will take responsibility for the decisions of the HRP.
- H. Negatives are not allowed in panel discussions.

- I. The HRP values self-respect, respect for others, communication, trust, dreams, empowerment, creativity, shared information, and collective responsibility in its work.
 - J. The panel will meet its objectives for each meeting.
- VII. Decision-Making
- A. Unanimity of all panel members is required for a decision to nominate an individual. If the panel members cannot achieve unanimity, the nomination will not be made.
 - B. All other decisions will be made by consensus of all panel members if possible. If consensus is not possible, majority sentiment is sufficient. If majority agreement cannot be reached, no action will be taken.
- VIII. Communication Protocol
- A. The Human Resource Panel members recognize the importance of complete and thorough communication.
 - B. Each member will make every effort to keep other HRP members, as well as the assigned WSO staff person, fully informed of their work and activities. This includes always providing current copies of works in progress and letters to each other, and a file copy for the WSO.
 - C. The HRP recognizes the following points of communication as routine for the HRP: with each other, with the fellowship, with the World Board, with the World Service Conference, with candidates for nomination, and with candidates' references.
 - D. The World Board Executive Committee will be copied on all HRP communication before it is distributed.
 - E. A final HRP meeting agenda will be supplied to the World Board before each meeting.
- IX. Panel Leader
- A. One member of the HRP will be selected each conference cycle, by mutual agreement, to serve as Panel Leader when interacting with the World Board, WSO staff, speaking at the World Service Conference, drafting reports, or communicating on behalf of the panel in other situations as needed.
 - B. Duties of the Panel Leader will include preparing agenda items and facilitating the meetings.
- X. Strict Confidentiality of Information
- A. All information from World Pool Resumes, reference checks, or interviews will be for use only by members of the Human Resource Panel and by no other person or entity.
 - B. Profiles may be created and distributed to conference participants at the World Service Conference meeting, then collected and stored with the same confidentiality as World Pool Resumes.
- XI. Resumes from non-addicts
- A. The HRP will encourage NA members to solicit service resumes from non-addicts who are interested in serving the fellowship and who are qualified to do so.



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Date: 3 September 1999
To: WSC Participants
From: World Board
RE: WSC Elections

Now that some months have passed and we all have had time to reflect on our decisions as a conference, we want to take advantage of this opportunity to discuss the election process at WSC '99. It seems there is still a considerable number of questions and/or concerns about what actually took place and what role the World Board may or may not have played in the process.

Conference elections have seldom proceeded smoothly from start to finish in any year. This year's conference added a few new wrinkles to our usual high-level of scrutiny during the election process. Instead of one group conducting the elections we had three (WB, HRP and Co-Facilitator), each with a small piece of responsibility. Since we had never co-ordinated such an effort before we did not get off to a good start. Questions about the process began immediately.

"Why are we not following the same two tiered selection process as last year when we used two ballots?" When members of the board leadership realized that only one ballot was being distributed, rather than three, they approached the HRP and parliamentarian with their concerns. Nothing was changed but unfortunately, some participants read this as an attempt to withhold pertinent information from the participants. Later, during the break following the announcement of the election results, "a high five" took place between two board members as a totally unrelated event. This caused some delegates to view this action as a comment on the election results, which it was not, and to believe that the World Board acted as a group to prevent new members from being elected at WSC'99. These unfortunate events however, were in no way indicative of a board position about the elections.

For the record, the Board had very little discussion about this year's World Board elections prior to or during WSC'99. What discussions we did have concluded with the board offering no recommendations to the WSC and encouraging each board member to participate in the election as a conference participant according to their own conscience.

Once WSC elections have begun, our experience has shown that any attempt to change election procedures on the floor of the conference, calls into doubt the integrity of the elections process. It is incumbent upon every Conference participant to fully understand the election procedure that we ratify at the beginning of the Conference and to take responsibility for them. Amendments need to be made at the time the election procedures are presented for acceptance. Absent of that, any changes to election's process must be addressed before the

ballots are distributed. Once the ballots are distributed we all must be willing to live with the results. The fact that no new World Board members were elected at this conference is the obvious will of the majority of the WSC and not of critical concern to the Board for a number of reasons.

First, we believe that 1999 is somewhat unique, as we are half way through the most far-reaching transition World Services has ever attempted. The World Board has taken the attitude that we will work with the system as it was created by Conference action last year so that we can truly see what serves the Fellowship and what requires further change. Therefore, we believe that besides the adjustments to the Unified Budget system that we previously notified you about, it will not be until the preparation for CAR 2002 that further refinements to our new system may be proposed by the board.

Second, the new World Board system is flexible enough so as not to be dependent on a set number of World Board members. With the resource availability of the World Pool, as well as other trusted servants, the Board can administer projects as well as oversee the delivery of routine service functions that Conference Committees previously provided. Now that there is one point of accountability in World Services we are finding that most routine services are becoming more efficient.

At the suggestion of the Human Resources Panel, the Board has agreed to a review of the election ballots from the last three Conferences. A compilation will be conducted of voting numbers only without revealing candidate names or ballot sources. The HRP will review the figures to try and see if there is any fundamental flaws or trends that can be identified with our election procedures and make a report to the Board.

We sincerely regret any misunderstanding that may have been created by us during the election process. We greatly appreciate your continued support and look forward to working with you in the future.