



WORLD SERVICE OFFICE, INC.
NARCOTICS ANONYMOUS

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To: Inventory Composite Group
From: WSO Board of Directors
Date: December 15, 1993
Subject: Staff participation on Composite Group

Greetings. We read with interest the notes from your November meeting. We appreciate the time you took to have the extensive discussions on staff participation on your committee and we are encouraged by the actions you took at your meeting to include staff in the development of the WSO assessment tools. In addition, your request to management to prepare a memorandum on staff resources to support the balance of the inventory plan is a positive first step in correcting the inefficient flow of information mentioned in our recent memo to you. We could point out that staff resources is a fluid concept which it seems frequently changes. Therefore, continued direct interaction by management with your committee on this issue is strongly encouraged so that you may receive information firsthand as you implement the plan taking into account available staff resources.

We did note with concern a reference to a discussion of the acceptability of George Hollahan as a resource for your committee based on perceptions some members may have about him. It is our understanding based on your meeting notes that these concerns were about matters outside of his work performance or his ability to perform as a resource to a committee or board. As the senior member of the WSO's management team, George has our full confidence and support. More importantly, his effectiveness as a manager is dependent upon the confidence staff, boards and committees have in his abilities. We are troubled that the generalized remarks about these perceptions potentially undermine our manager's effectiveness resulting in divisive relationships. We would request that if there are specific concerns about any of WSO's employees, including George, that they be brought to the attention of our board so that they can be addressed as a personnel matter. This is a supervisory function which we take very seriously. At the same time, we would request that you refrain from disparaging WSO's employees in your committee meetings unless you intend to refer the matter to our board due to a specific concern that you may have.