

MEMORANDUM

To: Support Team
Composite Group
From: Lee Manchester, Composite Group staff
Date: 2 March 1994
Re.: Review draft of WSO self-assessment materials

Attached you will find a draft of the WSO Team Self-Assessment Program material developed so far by a Composite Group team. This draft will be reviewed at the next Composite Group meeting, scheduled for 1-3 April at WSO-Van Nuys.

To refresh your memory, the team that developed this material is composed of Stu Tooredman, Rogan Allen, Mary Kay Berger, Anthony Edmondson, and Steve Sigman. The team met at WSO-Van Nuys the weekend of 18-19 February 1994, first with the WSO Management Team and then on its own. Mary Kay was unable to attend the meeting but concurred with the team's proposal the following week.

For your information, this draft was favorably reviewed by the WSO Management Team at its weekly meeting held Tuesday 1 March.

This draft has been sent to the WSO board, the trustee steering committee, and the Interim Committee for review and input. Any ideas they send in will be forwarded to you prior to the meeting next month.

DRAFT #3, 1 MARCH 1994

<p>WORLD SERVICE OFFICE TEAM SELF-ASSESSMENT PROGRAM OVERVIEW</p>
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On the following pages you will find a very simple instrument for WSO staff to use in assessing their team operations--and *the simplicity of the instrument is what makes it workable*. These self-assessment materials touch upon all the necessary points in a comprehensive way without belaboring any of them and without requiring excessive preparation or meeting time. WSO teams will be able to complete this assessment, and the results will be useful.

General timeframe

The entire program will run from 1 July through 30 September 1994. We anticipate that during this three-month period each staff member will devote about forty hours to the WSO self-assessment program on average, or about 8.4% of his or her available time. If adjustments in the timeframe become necessary, senior management will consult with the Composite Group team assigned to assist the office in this program. Total cost in salary and benefits for WSO participation in this program, given the above timeframe, is estimated at \$30,000.

Participants

World Service Office staff will participate in the self-assessment program through their teams:

Management
Fellowship Services -- Conference Services
Publishing -- Accounting
Shipping/Production -- Administration
Brussels branch

Self-assessment phase

The self-assessment phase will proceed through the following steps:

1. Team leaders will provide an orientation on the self-assessment phase at a regular team meeting. *Team members will be assured that their frank responses to the questionnaires will have no negative impact on their employment status. Members will also be encouraged to respond "don't know" to questions for which they simply do not have answers.*
2. Individual team members will complete the questionnaire on their own, to the best of their ability.

3. The team leader will gather, copy, and distribute the batch of individual responses to team members for their review prior to the team's first of two self-assessment meetings.
4. Teams will meet for a total of eight hours, either in the course of a single day or in two separate four-hour blocks, to review the consolidated self-assessments and develop a consensus.

Evaluation of self-assessments

Two to four weeks after a team completes its self-assessment, it will be asked to evaluate that self-assessment and identify the problems disclosed.

1. Team leaders will provide an orientation on the evaluation process at a regular team meeting.
2. Team members will go over the self-assessments on their own and complete problem identification forms.
3. The team leader will gather, copy, and distribute the batch of individual problem ID forms to team members for their review prior to the team's second, and final, team self-assessment meeting.
4. Teams will meet for up to twelve hours, either in a straight day-and-a-half or in three separate four hour blocks, to review the problem ID forms and develop a consensus on the team's problems and possible solutions.

Senior management summary

By the end of September 1994 the two senior managers will produce a summary of the self-assessments and evaluations of the seven operating teams and the WSO Management Team. If they need more specific direction, assistance, or deadline relief, they will consult with the Composite Group team assigned to assist staff in the self-assessment program.

Operational audits; relation to self-assessment program

Each year the World Service Office corporation commissions an external review of its business operations. This is accomplished by an annual audit conducted by a licensed auditing firm. The scope of the audit includes:

1. review of the minutes of the board of directors to ensure that the fiscal operations are in compliance with board decisions;
2. examination of expenditures to determine our adherence to established internal controls;
3. assessment of policies and procedures to determine if they are in compliance with internal controls;
4. contacts with many of our customers to verify the validity of our accounts receivable records;

5. oversight of the year-end inventory at WSO-Van Nuys and reconciliation of inventory information from the branch offices, which may extend to visits to the branches or the retaining of local accountants to verify physical property;
6. an examination of all financial records for accuracy;
7. a review of reports to state and federal government agencies for accuracy;
8. verification of additions to assets reflected on the balance sheet; and,
9. examination of the handling of all assets to determine if there are any practices which are not consistent with proper business practices or office policies.

Any discrepancies are identified to the WSO Board of Directors in the form of a management letter which addresses specific points. The auditor also conducts an overall assessment of operations and makes recommendations to the board for changes.

While WSO operational audits will be considered by the independent consultant the Composite Group hopes to contract to evaluate the inventory process as a whole during CY 1994-95, *those audits will have no direct bearing on the WSO self-assessment program describe herein.*

TEAM RESOURCES

1. This question focuses on your team's *human resources*. List your team's strengths and weaknesses in the following areas:
 - a. Work distribution
 - b. Delegation of duties
 - c. Quality of working relationship among team members
 - d. Clarity of roles, responsibilities
 - e. Training
 - f. Sufficient time and/or team members to complete duties assigned to your team
2. This question focuses on your team's *financial resources*. List your team's strengths and weaknesses in the following areas:
 - a. Cost-effectiveness of your team's activities
 - b. Availability of funds for your team's operations
3. This question focuses on the *facilities and equipment* needed by your team to do its work. List your team's strengths and weaknesses in the following areas:
 - a. Sufficient equipment to fulfill your team's responsibilities
 - b. Adequate facilities to fulfill your team's responsibilities
 - c. Work environment
4. Additional comments.

TEAM STRUCTURE

Your team is structured to allow it to fulfill its responsibilities. Assess your team's strengths and weaknesses in the following areas:

1. Within the team
 - a. Using the team concept
 - b. Team meetings
 - c. Measuring your team's effectiveness
2. Your team within the WSO
 - a. Using the team concept
 - b. Staff meetings
 - c. Measuring your team's effectiveness
3. Volunteer leadership and your team
 - a. Direction for board/committee tasks
 - b. Assistance in completing board/committee tasks
 - c. Relation of volunteer leadership to team planning processes
 - d. Policies and procedures in effect
4. Additional comments.

<p>WORLD SERVICE OFFICE TEAM SELF-ASSESSMENT QUESTIONNAIRE; SUPPLEMENTARY MANAGEMENT QUESTIONS</p>

TEAM RESOURCES

2. *Financial resources.* List strengths and weaknesses:
 - c. Adequate involvement in WSO financial planning
5. *Management process for resource allocation.* List strengths and weaknesses in:
 - a. Staff assignment procedures
 - b. Recruiting and hiring procedures
 - c. Clearly established policy for resource allocation

TEAM STRUCTURE

5. *Protocol for trusted servant interaction.* Describe. List weaknesses and strengths.
6. *Administration of policies.* List weaknesses and strengths in management administration of the following established policies:
 - a. Financial management
 - b. Administrative
 - c. Sales and marketing
 - d. Personnel
 - e. Travel
 - f. Safety

**WORLD SERVICE OFFICE
TEAM SELF-ASSESSMENT PROGRAM:
PROBLEM EVALUATION FORM**

Make as many copies of this form as you need. Complete one form for each problem you discover as you evaluate your team's self-assessment. Only address problems you can identify in the self-assessment itself--do not come up with new problems! Use only the space provided for your answers.

Identify the problem: _____

Where in the self-assessment does this problem appear? _____

Explain the problem, if possible. Please focus on hard data as much as you can. _____

By your way of thinking, what would it take to correct this situation? _____

Additional comments: _____

<p>WORLD SERVICE OFFICE STATEMENTS OF PURPOSE</p>
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FROM THE *TEMPORARY WORKING GUIDE*

Probably the single busiest part of our service structure is the World Service Office (WSO). WSO is the main contact and distribution point.

One of the most important functions of the WSO is to link our widespread groups and members into a single, cohesive fellowship. The WSO stays in close contact with our groups, areas, and regions. This contact is maintained through correspondence, our quarterly newsletter, and through the representatives within our service structure. WSO offers considerable aid to new groups, existing groups with special problems, institutional groups, groups outside the United States, members who travel extensively, and loners. This aid is in the nature of sharing the experience which other groups and members have reported to the WSO, and by putting those who seek aid in touch with other groups or members within our fellowship. The WSO is also available to aid conventions and conference committees, etc.

Another major function of WSO is the publication and distribution of literature. This office publishes yearly a *World Directory*,² quarterly newsletters, all World Service Conference material, and new literature in English and other languages. In order to provide these publications, WSO needs financial support. WSO is also responsible for the printing, warehousing, and distribution of all existing literature. Additionally, a number of kits such as the group starter kit are available. As a sideline to literature, the WSO offers reel-to-reel and cassette tape recordings of important NA functions, personal "pitches," typical meetings, and discussions on various topics.

In order to provide communications, coordination, information, and guidance services, the WSO must keep extensive files of correspondence and other records. These files include: letters to and from those who have contacted WSO; a file of all correspondence with each NA group; a record of all starter kits sent out; the name, address, and telephone number of all GSRs, ASRs, and RSRs; and the addresses of all general service committees and their officers. Along with these files and records, WSO keeps the archives of NA's history. These archives contain relevant documents, newspaper articles, photos of original meeting places, etc. Records such as these are necessary so that we may learn from our past mistakes, stay in contact with all of NA, and serve our fellowship.

² A WSC'88 motion changed this to require annual publication of a directory of local NA phoneline numbers.

One of the most difficult jobs of the World Service Office is dealing with public anonymity breaks. Due to the nature of our fellowship, no part of our service structure should ever serve as a disciplinarian. This would not be in keeping with our basic principles. When public anonymity breaks do occur, the WSO does function in an educational role. We try to explain to the individual or group and the media involved that actions of this type are in violation of our traditions, and that this type of publicity can potentially cause grave problems which could threaten the survival of our fellowship. It is never our place to attempt to punish--we can only try to prevent the recurrence of this type of problem.

The final WSO function we shall discuss is that of public relations. Much of our mail consists of requests for information from individuals, agencies, and other drug programs. It is our policy to answer each inquiry; however, we stress that our function is not informational or referral. Our program is principles and people. Our relationship with those outside our fellowship is cooperative, and our traditions make it clear that we must stay unattached if we are to survive.

The World Service Office is our fellowship's main service center. To meet our needs as a growing fellowship, our services need to operate as efficiently and effectively as possible within the spiritual principles of the NA program.

The WSO is a registered, nonprofit corporation in accordance with the laws of the State of California and the United States Federal Government. Within the bylaws there are specific sections which state the purpose and relationship of the WSO to the World Service Conference of NA and our Twelve Traditions. These bylaws further acknowledge the right of the conference to make specific recommendations to the WSO regarding its general operations.

The WSO Board of Directors is made up of twelve members who are directly (three) and indirectly (WSC-elected pool members) elected at the annual meeting of the WSC by the participants gathered from throughout the fellowship. The three directors elected annually serve one-year terms, while those members drawn from the pool serve alternating three-year terms. The terms of those members from the pool are rotated so there are always members serving with previous experience.

The directors of the WSO are responsible for the direct management of the office: selection of principal workers, establishment and implementation of operational policies and procedures, and supervision of the overall operations. The office provides a detailed annual report to the conference, in addition to providing periodic reports and studies requested by the conference. The WSO also serves as the general secretary of the conference and its committees and boards.

FROM THE WSO BYLAWS

Article 2. Objectives and purposes

The general objectives of the Corporation shall be to carry the message of recovery to addicts who still suffer from addiction and to provide support to the Fellowship of Narcotics Anonymous in their efforts to provide opportunity to recover from addiction.

A specific purpose of the Corporation shall be to hold in a fiduciary capacity for the Fellowship of Narcotics Anonymous as given voice by its groups through their regional service representatives at the World Service Conference the rights to, by license agreement from Alcoholics Anonymous General Service Office, the use, control, publication and management of the Twelve Steps and Twelve Traditions of Narcotics Anonymous.

A specific purpose of the Corporation shall be to provide administrative, organizational and logistical services to the World Service Conference ("WSC") of Narcotics Anonymous and the Fellowship of Narcotics Anonymous at large and in such other capacities as the conference may desire or direct.

A specific purpose of the Corporation shall be to hold in a fiduciary capacity for the Fellowship of Narcotics Anonymous as given voice by its groups through their regional service representatives at the World Service Conference the ownership rights to the exclusive control, use, printing, duplicating, sales, distribution, licensing for production, printing, duplicating, sales and use of all the intellectual properties, logos, trademarks, copyrighted materials, emblems or other intellectual and physical properties of the WSC, the Fellowship of Narcotics Anonymous as a whole and such boards and committees of the WSC as may be directed by the WSC pursuant to Section 11.02.

A specific purpose of the Corporation shall be to control and manage the exclusive production, printing, manufacture or reproduction of the properties or the licensing for such production, printing, manufacture of the properties of the Fellowship of Narcotics Anonymous and offer said properties for sale to the fellowship and the general public.

A specific purpose of the Corporation shall be to provide service to individual addicts seeking recovery from addiction or groups of individual addicts seeking recovery from addiction and to assist the general public in understanding addiction and the Narcotics Anonymous program for recovery from addiction. Such assistance may include direct and indirect communication with addicts, organizations, agencies, governments and the public at large.

A specific purpose of the Corporation shall be to publish and distribute periodicals written or prepared by and for the Fellowship of Narcotics Anonymous as the Corporation may be directed to by the WSC pursuant to Section 11.02.

A specific purpose of the Corporation shall be to hold and manage in a fiduciary capacity the income produced by any of the activities described above in such manner that the other purposes outlined or assumed or as may be later assigned are satisfactorily accomplished when such is done within the spirit of the Twelve Steps and Twelve Traditions of Narcotics Anonymous.

Article 11. Affiliation with other organizations

11.01. The Corporation is a service entity which serves a function within the totality of an organization known as Narcotics Anonymous. In so doing, it endorses the aims, goals and purposes of that organization, and in fact, by special endorsement per Section 11.02 hereinafter, it operates under the guidelines of the Twelve Traditions **and the Twelve Concepts** as espoused by Narcotics Anonymous.

11.02. All directors and officers of the Corporation shall be, and are, subject to, and will abide by, the principles of the Twelve Traditions of Narcotics Anonymous as set forth in the book identified and titled as *Narcotics Anonymous* **and the Twelve Concepts** and shall further abide by motions adopted at each WSC meeting and implement decisions reached by the WSC as they pertain to operation of the Corporation. It is herein specifically acknowledged that the Corporation acts as a fiduciary in its dealings with WSC and the Fellowship of Narcotics Anonymous. Furthermore, the Corporation shall be subject to the decisions and actions of the Board of the WSO.