NA WORLD SERVICES RESOLUTION GROUP

FINAL REPORT

DECEMBER 1995

TABLE OF CONTENTS

INTRODUCTION

Greetings from the Resolution Group. We have worked for the past seven 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.

<p align="center">*********************************</p>

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

<u>Our Tentative Agenda</u>
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 end, 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.

<u>Our Presentation</u>
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.

<u>Consultant Issue</u>
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. (The results of the consultant's review are available from the WSO upon request.)

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

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 (CG 136), and the WSC Board of Directors (CG 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 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.

---

[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).

In this spirit, we offer the following vision statement for NA World Services[2]:

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 has 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 work together in a spirit of unity and cooperation to carry our message of recovery;**

- **Narcotics Anonymous has universal recognition and respect as a viable program of recovery.**

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all we do. Honesty, trust and goodwill are the foundation of these ideals. In all our service efforts we rely upon the guidance of a loving Higher Power.

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).

---

[2] Revised 12/01/95

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

1.2.1 Our Primary Purpose

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.

1.2.2 Worldwide Fellowship

Our vision is that one day:

- **Every addict in the world has 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.

1.2.3 Unity and Cooperation

- **NA communities worldwide and NA World Services 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.

1.2.4 Public Relations

- **Narcotics Anonymous has universal recognition and respect as a viable program of recovery.**

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 U.S. 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.

1.2.5 Spiritual Principles in Service

- **As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all we do. Honesty, trust and goodwill are the foundation of these ideals. In all our service efforts we rely upon the guidance of a loving Higher Power.**

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."

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 believe that a vision statement should always be subject to revision to keep it fresh and relevant. We therefore present you with the same challenge we gave ourselves: 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. When this vision statement needs to be changed to reflect the current common vision, change it.

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[3]:

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 propose and gain fellowship consensus on initiatives which further the NA World Services Vision;**

- **The fellowship, through an exchange of experience, strength and hope, collectively expresses 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 they serve;**

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

---

[3] Revised 12/01/95

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's 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 Fellowship Representatives (who will represent their "Geographic Entities"), 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 Fellowship Representatives who are elected by their Geographic Entities.

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 propose and gain fellowship consensus on initiatives which further the NA 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 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 entities and world services as a whole. The WSC is the event where the chain of delegation moves through the geographic entities on to world services.

2.2.3 Collective Expression of Experience, Strength and Hope

The fellowship, through an exchange of experience, strength and hope, collectively expresses 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 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" (TC 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 they serve;

Concept Five states, "For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined" (TC 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 Fellowship 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 objectives.

The objectives in the mission statement are presented in general terms. A long-range planning process would include more specific objectives with measurable outcomes. These would be developed each planning cycle, and are therefore not part of the mission statement itself.

The Resolution Group believes, therefore, that the objectives 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

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).
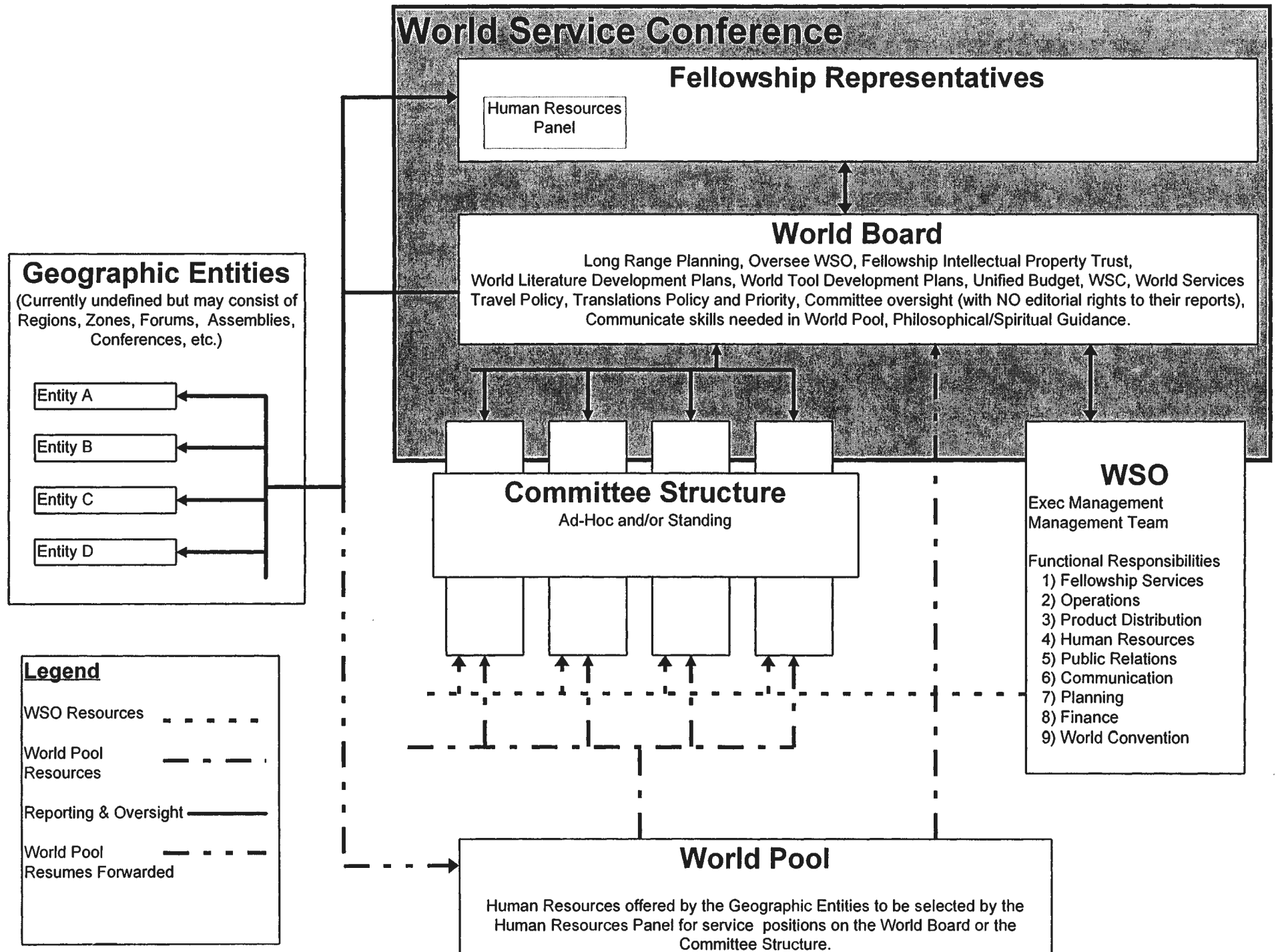
3.1 Statement of the Resolution

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

Fellowship Representatives

Human Resources Panel

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, Committee oversight (with NO editorial rights to their reports), Communicate skills needed in World Pool, Philosophical/Spiritual Guidance.

Geographic Entities

(Currently undefined but may consist of Regions, Zones, Forums, Assemblies, Conferences, etc.)

Entity A

Entity B

Entity C

Entity D

Committee Structure

Ad-Hoc and/or Standing

WSO

Exec Management
Management Team

Functional Responsibilities
1) Fellowship Services
2) Operations
3) Product Distribution
4) Human Resources
5) Public Relations
6) Communication
7) Planning
8) Finance
9) World Convention

Legend

WSO Resources   - - - - -

World Pool   — - - —
Resources

Reporting & Oversight ——————

World Pool   — - - —
Resumes Forwarded

World Pool

Human Resources offered by the Geographic Entities to be selected by the Human Resources Panel for service positions on the World Board or the Committee Structure.

3.2 Structural Elements and their Relationships

3.2.1 Geographic Entities

The structural resolutions being presented in the Conference Agenda Report do not include the formation of Geographic Entities. What follows is a slightly revised version of the description of proposed "Geographic Divisions" that the Resolution Group presented at the November World Services Meeting in Manhattan Beach. Based upon input received at that meeting, the Resolution Group determined that this proposal, even if made only in general terms, would be premature at this time. Instead, we offer the following discussion as source material for the next group that will be established to continue the resolutions process.

A number of points were raised at the Manhattan Beach meeting which may be useful to pass along here. While many welcomed this proposal — some very enthusiastically — many cautionary notes were sounded as well. The issue of the autonomy of these Geographic Entities was often discussed. Some welcomed the notion that culturally relevant literature could be developed and used by local fellowships, making the message more accessible to many. Others cautioned that if this autonomy were carried too far, we may lose NA as we know it in the process. Rather than having one single, identifiable, global fellowship, we could end up with a very different NA message in different parts of the world. Other concerns included the unknown financial cost of creating and maintaining these entities, the potential communications difficulties, and the fact that zonal forums are developing now, and could evolve into something that would meet this need. The number and magnitude of these concerns expressed in Manhattan Beach caused the Resolution Group to refrain from forwarding this part of our proposal at this time.

It should also be noted that we do not intend for the term "Geographic Entities" to ever be used to refer to these entities once they are actually proposed in some form. We are simply using this very generic term at this time so as to not confuse these entities with today's regions or zones. A suitable term should be coined to refer to these entities in the event that a future group recommends their creation in some form.

Just as regions now send representatives to the World Service Conference, Geographic Entities will send representatives to make up the new World Service Conference. In the new world service structure, there would be a small number of Geographic Entities and each would send a larger number of representatives to the conference.

Size and Breakdown
We do not wish to draw any lines to create these Geographic Entities at this time. They could structure themselves in a manner which best fits their needs, but some common elements may include an office, conference and board. Because our focus was on the world level, we did not discuss many specifics about these entities. This will no doubt be an important focus of the group to follow ours.

Autonomy
The issues surrounding the autonomy of these entities 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 entities on the other.

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 Entities. These will continue to be translated into all languages where our fellowship is developing. 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 Entities.

3.2.2 World Service Conference

The following discussion of the World Service Conference was modified after the Manhattan Beach World Services Meeting to reflect the resolutions that appear in the Conference Agenda Report. It still represents the Resolution Group's vision of the WSC as it may evolve, not necessarily today's WSC in every detail. We are recommending that the fellowship begin considering ways to downsize the conference, but are only offering the following description to stimulate discussion, and as input to the next group to take up the resolutions process.

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
Rather than being a body which spends most of its energy debating motions, the new WSC should have much less to debate, and should spend most of its time sharing experience, strength and hope and fostering the worldwide unity of NA. 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 budget and ratifies or modifies it. These matters should be well communicated in advance, and developed with sufficient input from the Fellowship 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 Entities together with all the World Board members and World Service Office management staff for sharing and vision-building to ensure the effectiveness and relevance of world service efforts. It is a time 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 Fellowship 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 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 shared worldwide vision for the common welfare of Narcotics Anonymous.

3.2.3 Fellowship Representatives

The Resolution Group did not include in the Conference Agenda Report any proposals specific to Fellowship Representatives. The following discussion is included here to stimulate discussion, and is offered as input to the next group to take up the resolutions process.

Fellowship Representatives are sent from the Geographic Entities to the WSC. 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 Fellowship Representative.

Fellowship Representatives each have a vote at the conference itself, and they serve throughout their term as communication conduits between their Geographic Entities 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 Fellowship Representatives are world level trusted servants whose responsibilities extend to their geographic entities. These trusted servants are also 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.

A group of Fellowship Representatives will be sent to the conference from each geographic entity, 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. They view themselves as serving the NA groups worldwide, not just their particular geographic entity. They will be responsible to communicate in both directions between world services and their geographic entity, bringing their unique perspective to both as advocates for our common welfare. While Fellowship Representatives are world level trusted servants, they remain accountable to the geographic entities who sent them, and may be recalled and replaced by those entities at any time.

Between conferences, Fellowship 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

The resolution group is recommending that the fellowship agree in principle to the development of the World Pool. The next group formed to take up the resolutions process would then be responsible for recommending the specifics of its implementation. The following is offered as input to their work.

Each geographic entity selects a specified number of people, perhaps ten or so, from among its membership and places their service resumes into 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 committees or focus groups. Each year the World Board will notify the Geographic Entities of what particular skills or background is currently needed, and the Geographic Entities will attempt to send the most appropriate candidates.

Terms
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 entity. 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.

3.2.5 Human Resource Panel

The resolution group is recommending that the fellowship agree in principle to the development of the Human Resource Panel. The next group formed to take up the resolutions process would then be responsible for recommending the specifics of its implementation. The following is offered as input to their work.

Each geographic entity designates one Representative to sit on the Human Resource Panel each conference cycle. This panel is staffed and facilitated by a WSO employee responsible for human resources management. Its primary function is to select members from among the fellowship Representatives and the World Pool as nominees to fill board or committee positions. They do not have authority to appoint members, but only to review service resumes and conduct interviews in order 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 Resolution Group is recommending that the fellowship agree in principle to the development of the World Board. The next group formed to take up the resolutions process would then be responsible for recommending the specifics of its implementation. The following is offered as input to their work.

The World Board combines 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 responsibility and accountability for carrying out the will of the conference when the conference is not in session. Its primary responsibilities include strategic planning and execution, overseeing its committees, and delegating responsibilities to staff groups. 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 fellowship 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 Entities 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 Committee Structure

The Resolution Group's initial proposals presented at the November World Services Meeting included no standing committees. Some input was received at that meeting indicating that standing committees in some form would still be needed, so we proposed both alternatives for Resolution #3. We believe that the current standing committees should be eliminated. Where there is work to be done by committees, ad hoc committees can be created to do it. To the extent that current standing committees provide a central point of communication and continuity around the fellowship for their content area, that can be provided within the geographic entities, by the WSO staff, and by the World Board.

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 entity, 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.

Ad hoc committees are composed of Fellowship 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 searching for 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 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 immediately, and at the next conference ask for ratification of its decision. The board could create a "focus group" at any time for smaller-scale projects where they wish to draw upon the experience of the

Fellowship Representatives and/or World Pool members. Ad hoc committees would be created only for larger, more resource-intensive projects.

All 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 committees' participation at the conference is non-voting, and as with all conference participants, is funded through the unified budget.

3.2.8 World Service Office

Many of the most persistent problems illuminated by the inventory were in the areas of communication, training and strategic planning. These are all functions that the Resolution Group felt could be improved by assigning them to senior managers of the World Service Office. Because we feel that the World Service Office Board of Directors is currently the appropriate body to address issues of WSO staff assignments, our proposals in the Conference Agenda Report do not address this issue. We offer the discussion below as input to the BOD, and to stimulate discussion as the resolution process moves forward.

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 Fellowship 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 Manager, a Strategic Planning Manager and a Public Relations and Communications Manager. We're using the term Manager 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 Manager, 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 Manager 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 Manager

The entire human resource picture of world services includes both volunteers and paid staff. The Human Resources Manager 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 Manager of the WSO.

The HR Manager would staff and facilitate the Human Resources Panel described above. They would coordinate the process of reviewing the experience and particular skill sets of everyone in the World Pool and all the Fellowship Representatives, so that informed decisions could be made when selecting board and ad hoc committee members. It should be stressed here that the HR Manager does not make selections for board or committee positions. They coordinate the process of reviewing particular candidates for appropriate to open positions so that the Human Resource Panel can offer candidates to the World Board or the World Service Conference, who then make the actual selections.

The HR Manager 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.

Public Relations and Communications Manager
The responsibilities of this manager 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. The PR Manager does not determine the message that is to be communicated. When they are assigned to communicate a given message, they simply bring their expertise to bear in communicating it. When a board, committee, or staff group wishes to get a message out to someone, the resources of the Public Relations and Communications Manager 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.

Planning Manager
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 Manager 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 Manager 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 others' work. The primary focus of the Planning Manager 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 Entities

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 [sic]" (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 Entities. Such entities 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 U.S.-specific 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 (TC 8). Our Fourth Concept affirms that, "Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants" (TC 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" (TC 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 Manager, A Planning Manager, and a Public Relations and Communications Manager.

3.3.5.1 Human Resources Manager

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).

<u>Paid Staff</u>

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 Manager 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 Manager

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

Communication with the Fellowship

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).

Communication within the WSO

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 Manager 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 Manager
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 World Board

The Resolution Group is well aware that the single (or world) 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 World Board (combining the current World Service Board of Trustees, the WSO Board of Directors and the WSC Administrative Committee) 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 World 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 such a board is perceived as having among some members, and therefore further recommend that

the World 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 Fellowship Representatives elected by their respective Geographic Entities.

3.4.2 Ad hoc Committee Structure

We believe that the proposed committee structure will help to focus the work which the WSC assigns upon the foundation of our Fifth Tradition. At the same time this structure will help eliminate the tendency of 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 Entities

The Resolution Group believes that the formation of Geographic Entities, 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. 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. And finally, we believe that this new form of representation will encourage a consensus-based decision-making process.

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 Manager, Public Relations and Communications Manager, and Planning Manager

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

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 Entities, 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 Entities are formed, and elect their Fellowship Representatives to be sent to the next conference. World Pool members are chosen by Geographic Entities rather than regions. Geographic Entities transition to their new internal structure.

Year Four — 2001

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

ATTACHMENT 1 - 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.

Motion #31 It was M/S South Florida Region/Carolina Region "To amend Motion #4 from CAR from '5 years clean time' to '7 years clean time.'"

Intent: Increase clean time.

Resolution Group response: Please see our response to Motion #4.