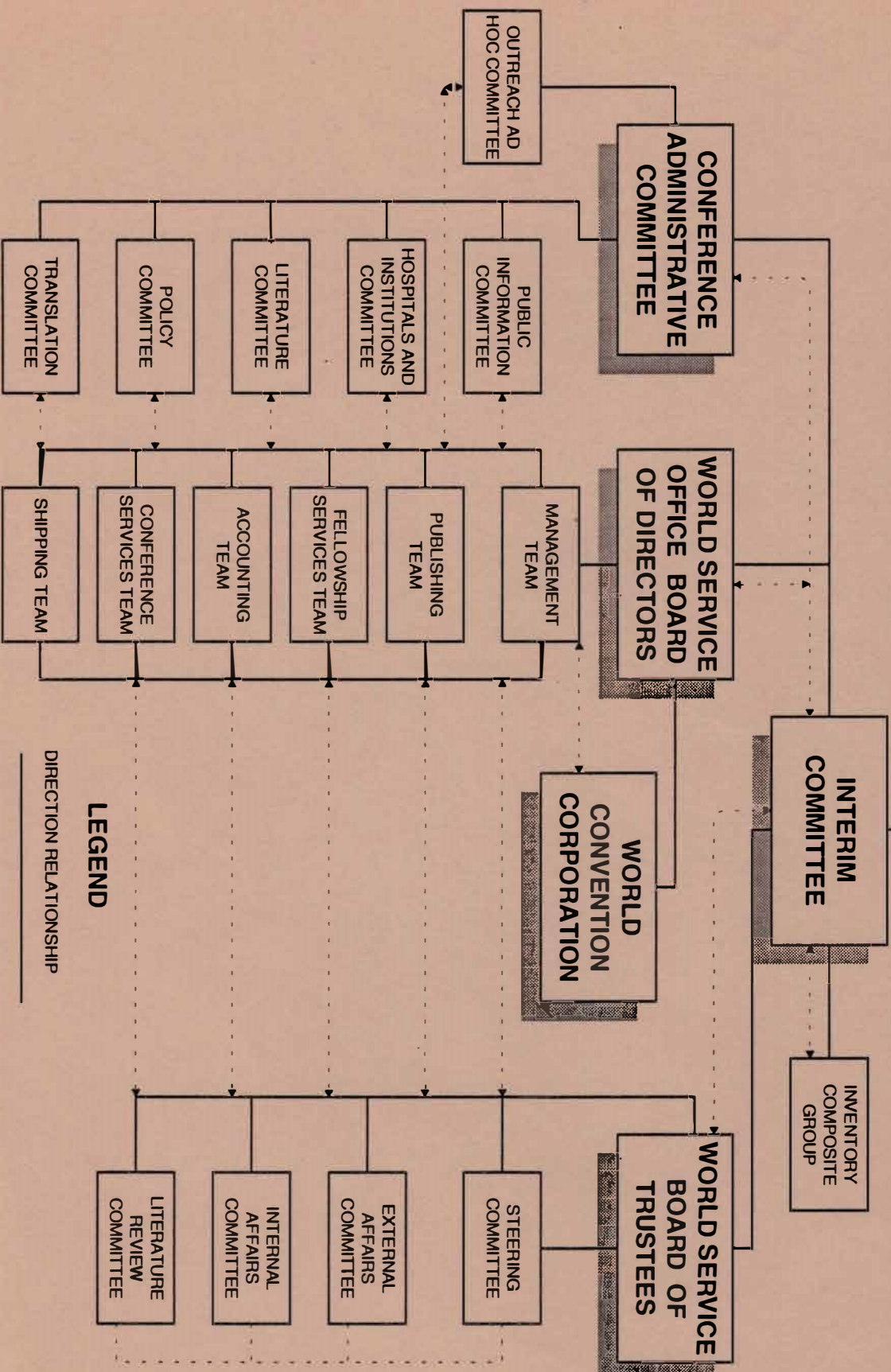


Narcotics Anonymous World Services Inventory

**Final Report,
Volume One of Two
March 1995**

NARCOTICS ANONYMOUS WORLD SERVICES

WORLD SERVICE CONFERENCE



LEGEND

DIRECTION RELATIONSHIP

COMMUNICATION AND WORKING RELATIONSHIP

CHAPTER ONE: FELLOWSHIP SURVEY

Introduction	3
Response levels	4
World service awareness	5
Sense of participation in world services.....	6
Value of various world service bodies	7
Relative importance of three areas of responsibility in world service	13
Product satisfaction	15
Support service satisfaction.....	16
Support for fellowship development work.....	18
Communication.....	21
Finances	25
Initiative for new service projects.....	31
Anticipating the fellowship's needs	32
Trust	33
Miscellaneous topics	35
Group questionnaire	38
Group response data table	42
ASC questionnaire.....	44
ASC response data table.....	48
RSC questionnaire	50
RSC response data table	54

CHAPTER TWO: WORLD SERVICE CONFERENCE SELF-ASSESSMENT

Introduction.....	59
Decision making	
Agenda management, meeting facilitation	60
Personalities, private agenda.....	60
Standard parliamentary procedure.....	61
Strict rules for <i>CAR</i> motions.....	62
<i>CAR</i> format	62
Orientation.....	63
WSC purpose	64
Leadership.....	65
Elections	66
Long-range planning.....	67
Duplication of services; undefined areas of responsibility	68
Funding committee members	69
Zonal forums.....	70
Funding regional participants	71
Worldwide participation	72
Availability of special workers	73
WSC'94 inventory activity calendar	74
Panel presentation topics	75
Small-group questions.....	76
Small-group facilitator instructions.....	78
Small-group recorder instructions.....	80

CHAPTER THREE: WORLD SERVICE BOARD AND COMMITTEE SELF-ASSESSMENTS

INTRODUCTION	83
Self-assessment tool, part two (SAT-2)	84

WORLD SERVICE BOARD OF TRUSTEES	
Purpose	87
Services provided	90
Resources: board members	91
Resources: WSO staff	94
Resources: funds	95
Structure: decision making	95
Structure: composition	96
Structure: meetings	98
Structure: orientation	100
Communication	100
Board work climate	102

INTERIM COMMITTEE	
Purpose	104
Services provided	104
Resources: committee members	105
Resources: WSO staff	105
Resources: funds	106
Structure: decision making	106
Structure: composition	106
Structure: meetings	106
Structure: orientation	106
Communication	107
Committee work climate	107
Closing note	107

WSC ADMINISTRATIVE COMMITTEE	
Purpose	109
Services	109
Resources: committee members	110
Resources: WSO staff	110
Resources: funds	110
Structure: decision making	110
Structure: composition	111
Structure: meetings	111
Structure: orientation	111
Communication	111
Committee work climate	111

WSC OUTREACH AD HOC COMMITTEE	
Purpose	113
Services provided	114
Resources: committee members	114
Resources: WSO staff	115
Resources: funds	115
Structure: decision making	116
Structure: composition	116
Structure: meetings	117
Communication	117
Committee work climate	118

WSC POLICY COMMITTEE	
Purpose	119
Services provided	120
Resources: committee members	120
Resources: WSO staff	121
Resources: funds	121
Structure: decision making	121
Structure: composition	122
Structure: meetings	122
Structure: orientation	123
Communication	123
Committee work climate	123

WSC HOSPITALS AND INSTITUTIONS COMMITTEE	
Purpose	124
Services provided	124
Resources: committee members	125
Resources: WSO staff	125
Resources: funds	125
Structure: decision making	125
Structure: composition	125
Structure: meetings	126
Structure: orientation	126
Communication	126
Committee work climate	127

WSC PUBLIC INFORMATION COMMITTEE	
Purpose	128
Services provided	128
Resources: committee members	130
Resources: WSO staff	131
Resources: funds	131
Structure: decision making	132
Structure: composition	132
Structure: meetings	133
Structure: orientation	133
Communication	134
Committee work climate	135

WSC LITERATURE COMMITTEE	
Purpose	136
Services provided	136
Resources: committee members	137
Resources: WSO staff	137
Resources: funds	137
Structure: decision making	137
Structure: composition	138
Structure: meetings	138
Structure: orientation	139
Communication	139
Committee work climate	139

WORLD SERVICES TRANSLATION COMMITTEE	
Purpose	140
Services provided	140
Resources: WSO staff	141
Resources: funds	141
Structure: decision making	142
Structure: composition	142
Structure: meetings	143
Communication	143

WSO BOARD OF DIRECTORS	
Purpose	144
Services provided	145
Resources: human	148
Resources: board members	148
Resources: WSO staff	149
Resources: funds	150
Structure: decision making	150
Structure: composition	150
Structure: meetings	151
Structure: orientation	151
Communication	152
Board work climate	153

WORLD CONVENTION CORPORATION	
Purpose	155
Services provided	155
Resources: WSO staff	155
Resources: funds	156
Structure: decision making	156
Structure: composition	157
Structure: orientation	158
Communication	158

SAT-1 MATERIALS	159
Questions	160
Further instructions	165

SAT-2 MATERIALS	167
Outline	168

SELF-EVALUATION MATERIALS	171
Instructions	173
Further instructions	176
Forms	178

CHAPTER FOUR: WSO STAFF OPERATIONS SELF-ASSESSMENT

Introduction	183
Management Team	
Overall issues	184
Purpose	184
Services	185
Human resources	185
Financial resources	186
Resources: facilities and equipment	186
Structure: your team within the WSO	187
Conference Services Team	
Purpose	188
Services	188
Human resources	189
Financial resources	191
Resources: facilities and equipment	191
Structure within the team	192
Structure: your team within the WSO	192
Structure: volunteer leadership and your team	193
NA Way operations	
Services	194
Human resources	195
Financial resources	195
Structure: volunteer leadership and your team	195
Publishing Team	
Purpose	196
Services	196
Human resources	197
Structure within the team	198
Structure: your team within the WSO	199
Shipping Team	
Services	200
Human resources	200
Facilities and equipment	201
Fellowship Services Team	
Purpose	202
Services	202
Human resources	203
Resources: facilities and equipment	204
Structure within the team	204
Structure: volunteer leadership and your team	205
Accounting Team	
Purpose	206
Services	206
Human resources	207
Resources: facilities and equipment	207
Structure: your team within the WSO	208
WSO staff operations self-assessment materials	
Overview	209
Main questionnaire	212
Supplementary management questions	214
Problem evaluation form	215

**SUMMARY:
PROBLEMS IDENTIFIED BY THE
WORLD SERVICES INVENTORY**

Introduction.....	219		
A.1,2.Purpose: goals, objectives.....	220		
B.World service resources			
B.1.Human resources.....	220		
B.1.a.Human resources: special workers			
1) WSO staff role in world services; staff relations with volunteers	221		
2) Shortage of staff.....	221		
3) Work distribution, delegation, job descriptions, assignments	221		
4) Training, cross training.....	222		
5) Inside staff working relationships	222		
B.1.b.Human resources: volunteers / trusted servants			
1) Selection; removal.....	222		
2) Diversity	223		
3) Standards	223		
4) Work distribution	224		
5) Funding service expenses	224		
6) Best utilization.....	225		
7) Working relationships.....	225		
8) Leadership	225		
B.2.b.Financial resources: allocation			
1) Criteria for allocation	225		
2) Lack of control over budget.....	226		
3) Funding WSC Development Forum travel	226		
4) WSO facilities.....	226		
B.2.c,d.Financial resource utilization, accountability	227		
B.3.a.Resource utilization: sharing resources throughout world services	227		
B.3.b.Resource utilization: maximizing resource use			
1) Goals, planning	227		
2) Budget related to goals	228		
C.Structure			
C.1.Structure: elements--zonal forums	228		
C.2.Structure: relationship and roles [of respective boards, committees]	228		
a. Definitions of roles and responsibilities of various elements	229		
		b. Relations, conflicts between boards, committees	230
		b. Relations, conflicts between [staff teams].....	231
		c. Origination of service projects	231
	C.3.Structure: decision making		232
	C.4,5.WSC policies, standards, methods, procedures, process, accountability		232
	C.4,5.Board and committee policies, standards, methods, procedures, process, accountability		
	a. Meeting policy		233
	b. Guidelines		233
	c. Evaluation of own work		233
	d. Working processes.....		233
	e. Grievances, interpersonal relationships, conflict resolution, trust.....		234
	C.4,5.WSO staff policies, standards, methods, procedures, process, accountability		
	a. Meeting policy		234
	b. Evaluation of own work		235
	c. Grievances, interpersonal relationship, conflict resolution, trust.....		235
	d. Working processes.....		235
D.Communication.....	235		
D.1.Communication: within the fellowship	236		
D.1.a.Communication within world service boards and committees	236		
D.1.a.Communication within WSO staff	237		
D.1.b.Communication between world service entities.....	237		
D.1.b.Communication between WSO staff and related boards and committees	237		
D.1.c.Communication between world services and the fellowship.....	238		
D.2.Communication channels: translations, translatability of service materials	239		
D.2.b.Communication channels: periodicals.....	239		
E.Services			
E.1-3.Services to the fellowship	239		
E.5.Public relations services	239		

**APPENDIX ONE:
TABLE OF WORLD SERVICE PROBLEMS AND SOLUTIONS,
SORTED BY SCOPE**

Introduction	243		
A.1,2. Purpose—goals, objectives	244		
B. World service resources	245		
1. Human resources	245		
a. Special workers	245		
1) WSO staff role in world services; staff relations with volunteers	245		
2) Shortage of staff	246		
3) Work distribution, delegation, job descriptions, assignments	246		
4) Training, cross training	247		
5) Inside staff working relationships	248		
b. Volunteers/trusted servants	248		
1) Selection; removal	248		
2) Diversity	250		
3) Standards	251		
4) Work distribution	252		
5) Funding service expenses	253		
6) Best utilization	253		
7) Working relationships	253		
8) Leadership	254		
2. Financial resources	254		
b. Allocation	254		
1) Criteria for allocation	254		
2) Lack of control over budget	255		
3) Funding WSC Development Forum travel	256		
4) WSO facilities	256		
c,d. Financial resource utilization, accountability	256		
3. Resource utilization	257		
a. Sharing resources throughout world services	257		
b. Maximizing resource use	257		
1) Goals, planning	257		
2) Budget related to goals	260		
C. Structure	261		
1. Elements-- <i>zonal forums</i>	261		
2. Relationships and roles [of respective boards and committees]	261		
		a. Definitions of roles and respon- sibilities of various elements	262
		b. Relations, conflicts between boards, committees	263
		c. Origination of service projects	266
		3. Decision making	266
		4,5. [WSC] policies, standards, methods, procedures, process, accountability	267
		4,5. [Board and committee] policies, standards, methods, procedures, process, accountability	268
		a. Meeting policy	268
		b. Guidelines	268
		c. Evaluation of own work	269
		d. Working processes	270
		e. Grievances, interpersonal relation- ships, conflict resolution, trust	271
		4,5. [WSO staff] policies, standards, methods, procedures, process, accountability	272
		a. Meeting policy	272
		b. Evaluation of own work	272
		c. Grievances, interpersonal relation- ships, conflict resolution, trust	273
		d. Working processes	273
	D. Communication		275
	1. Within the fellowship		275
	a. Within world service boards and committees		275
	a. Within WSO staff		276
	b. Between world service entities		277
	b. Between WSO staff and related boards and committees		278
	c. Between world services and the fellowship		278
	2. Communication channels [translations, translatability of service materials]		280
	b. Periodicals		281
	E. Services		282
	1-3. To the fellowship		282
	5. Public relations [services]		282

**APPENDIX TWO:
CONSOLIDATED INVENTORY SOLUTIONS
FOR WORLD SERVICES**

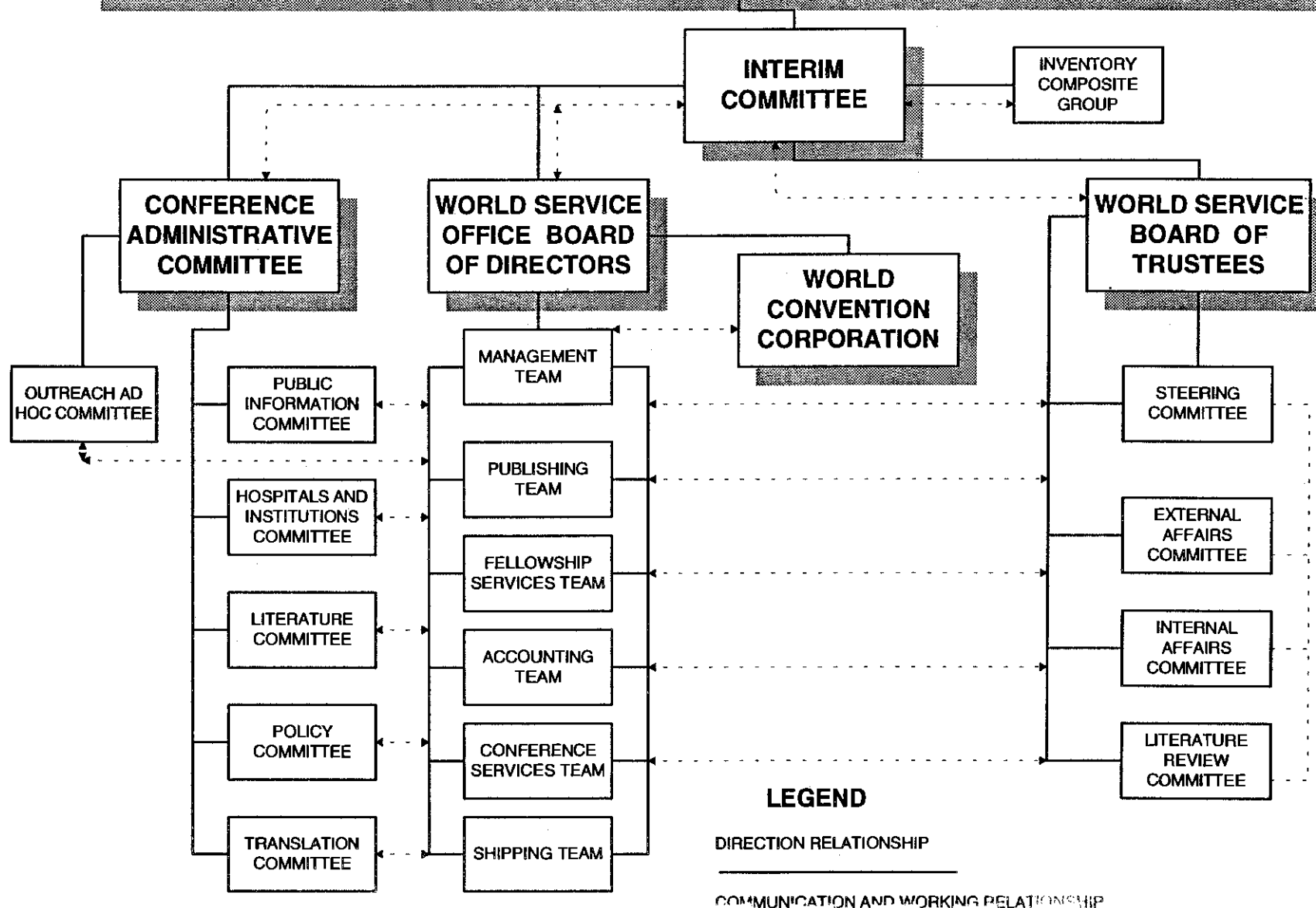
Introduction	285
1. Purposes of different entities in world services	287
2. Purpose, goals, planning	287
3. Reviewing own work	288
4. Internal work processes	288
5. Board, committee guidelines	292
6. Meetings	293
7. Initiating projects	293
8. Establishing priorities	293
9. Budgeting and fund allocation; alternative budget management ideas	294
10. Effective delegation	294
11. Leadership	295
12. Executive committees	295
13. Improving world service communications, cooperation	295
14. Fellowship services, communication	296
15. Internationalizing world services	297
16. Delegate funding	298
17. WSC timeframe	298
18. Motions and issues, voting and consensus building at the conference	298
19. <i>Conference Agenda Report</i>	299
20. Zonal forums	299
21. Professional (non-NA) events	299
22. Other public relations activities	299
23. Roles, responsibilities of world service personnel	300
24. Orientation, training	300
25. Burnout	301
26. Full funding for board, committee members	301
27. Nomination, selection, recruiting members--general	301
28. Nominations committee	302
29. Staffing needs	302
30. WSO, WSC relations	302
31. WSO sales policy	302
32. Consultants	303
33. WSO facilities	303
34. WSO staff training needs	303
35. WSO business plan	304
36A. Single board	304
36B. <i>Not</i> a single board	304
37. Unified budget	305
38. Twelve Concepts for NA Service	305

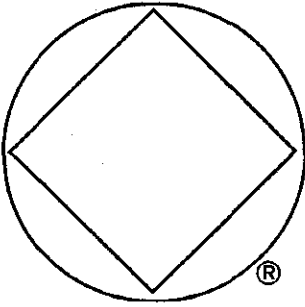
**APPENDIX THREE:
TABLE OF CONSOLIDATED SOLUTIONS,
CROSS-REFERENCED TO APPENDIX ONE**

Introduction	309
1. Purposes of different entities in world services	309
2. Purpose, goals, planning	310
3. Reviewing own work	312
4. Internal work processes	312
5. Board, committee guidelines	316
6. Meetings	317
7. Initiating projects.....	318
8. Establishing priorities.....	318
9. Budgeting and fund allocation; alternative budget management ideas	318
10. Effective delegation	319
11. Leadership.....	319
12. Executive committees.....	319
13. Improving world service communications, cooperation	320
14. Fellowship services, communication.....	321
15. Internationalizing world services	323
16. Delegate funding	323
17. WSC timeframe	323
18. Motions and issues, voting and consensus building at the conference	323
19. <i>Conference Agenda Report</i>	324
20. Zonal forums	324
21. Professional (non-NA) events	325
22. Other public relations activities	325
23. Roles, responsibilities of world service personnel.....	325
24. Orientation, training	326
25. Burnout.....	326
26. Full funding for board, committee members.....	326
27. Nomination, selection, recruiting members--general.....	327
28. Nominations committee	327
29. Staffing needs.....	328
30. WSO, WSC relations	328
31. WSO sales policy	328
32. Consultants	328
33. WSO facilities	329
34. WSO staff training needs.....	329
35. WSO business plan.....	330
36A. Single board.....	330
36B. <i>Not a single board</i>	331
37. Unified budget	331
38. Twelve Concepts for NA Service	332

NARCOTICS ANONYMOUS WORLD SERVICES

WORLD SERVICE CONFERENCE





Narcotics Anonymous World Services Inventory

**Final Report,
Volume One of Two
March 1995**

TABLE OF CONTENTS

Introduction	v
Chapter 1: Fellowship survey.....	3
Chapter 2: World Service Conference self-assessment	59
Chapter 3: World service board and committee self-assessments	83
Chapter 4: WSO staff operations self-assessment.....	183
Summary: Problems identified by the world services inventory.....	219
Appendix 1: Table of world service problems and solutions, sorted by scope.....	243
Appendix 2: Consolidated inventory solutions for world services.....	285
Appendix 3: Table of solutions, cross-referenced to Appendix 1	309
Appendix 4: WSC self-assessment small-group representative reports	335
World service glossary	341

Note: A detailed table of contents for each chapter, the summary, and the first three appendices appears on the reverse of each colored section divider sheet.

INTRODUCTION

The world services inventory project was conceived by the Interim Committee in October 1992 at a World Service Conference quarterly in Cincinnati. The idea was initially to call for a "slowdown" to reduce the excessive demands on world services volunteers and staff that had built up over the previous decade. This idea quickly evolved into a moratorium on new projects, allowing for a comprehensive examination of world service systems and activities. The inventory plan was developed in stages between October 1992 and the April 1993 World Service Conference by various elements of the Interim Committee, the World Service Board of Trustees, the WSC Administrative Committee, and the WSO Board of Directors. At WSC'93, further work on the project plan was accomplished by a work group appointed by the WSC chairperson. Once the work group's deliberations were finished, the conference approved the project and assigned it the highest possible work and budget priority for the coming year.

The next 341 pages contain the first of two parts of a report of the inventory of Narcotics Anonymous world services that was conducted from May 1993 through March 1995. The inventory was coordinated by the *Composite Group*, a committee created solely for that purpose. The group's members were drawn from all over NA world services (thus its name) according to the following arrangement:

- One each from the Outreach Ad Hoc, Administrative, Policy, Literature, H&I, and PI committees and the WSO board
- Two members from the World Service Board of Trustees
- Three outgoing (that is, soon-to-be-former) regional service representatives

In addition to these twelve slots, a place was made during the second year of the project for a senior WSO staffer who served as a nonvoting member of the group. The WSC Administrative Committee chose not to place a member on the group during the first year of the project. No member of the WSC Outreach Ad Hoc Committee served on the Composite Group during the second year of the inventory.

The Composite Group held its first working meeting 24-27 June 1993 at WSO-Van Nuys. When considering the scope of the project they'd been given, group members were nearly overwhelmed by its enormity. They considered two options: telling the fellowship the project was not planned out well enough to be accomplished in the time allotted, or proceeding with the inventory and doing as much good as they could in the time they had. The group chose the latter, setting three achievable goals for itself for the first year of their two-year project: complete a fellowship survey, complete a world service board and committee self-assessment, and coordinate inventory activities for the World Service Conference itself at the WSC'94 meeting.

At the June 1993 meeting, the Composite Group worked with two outside consultants to develop base drafts of questionnaires surveying the views of Narcotics Anonymous groups, area committees, and regions about NA world services. Those base drafts were refined in the following weeks with the group's staff's help. Group

members then conducted trial runs of the questionnaires before the group's next meeting in mid-September 1993. The reader can find the final versions of the fellowship questionnaires at the end of Chapter One in this report.

The Composite Group assigned to a smaller team of group members the task of preparing first drafts of the tools that world service boards and committees would use in assessing their operations. That small team met at the end of August 1993 to develop those drafts, which were mailed to the rest of the group at the beginning of September.

In the meantime, WSO staff was busy compiling what the conference-approved inventory plan called "comprehensive histories" of the various boards and committees, meant to serve as background for the self-assessment activity to take place later in the year. Those histories contained catalogues of board and committee archival material stored at the office, synopses of correspondence for each board and committee for the prior three years, and summaries of guidelines changes and other key decisions recorded in board and committee minutes and reports over the previous five years.

At the September 1993 Composite Group meeting in Atlanta, work on the group, ASC, and RSC questionnaires was completed. The group decided to have the questionnaires translated from English into French, German, Portuguese, and Spanish. The English-language questionnaires were mailed in the middle of October 1993; the translations, a couple of weeks later. A response deadline was set initially for 28 January 1994, ninety days after the last questionnaires had been mailed; that deadline was later extended to 1 June 1994, more than seven months after mailing.

The Composite Group completed the world service board and committee self-assessment tools, or SATs, at its September 1993 meeting. The world service meeting at which the boards and committees would take their self-assessment was scheduled for 28-30 January 1994 in New Orleans. Late in the first year of the project, the boards and committees encouraged the Composite Group to make provisions allowing them to evaluate their own self-assessments. Those provisions were made, and one day of a world service meeting in September 1994 in Van Nuys was devoted to board and committee review of their SATs, problem identification, and solution generation.

At the Composite Group's September 1993 meeting, a small team was designated to meet on its own the following month to prepare self-assessment materials for the World Service Conference, material that would form the core of the inventory sessions to be conducted at WSC'94. Much of that material was ready for the full Composite Group to review and approve at its meeting of 18-20 November 1993 in Atlanta; remaining details were defined at the group's 1-3 April 1994 meeting at WSO-Van Nuys. The inventory program at WSC'94 consisted of a full day of background panel presentations, another full day of small group discussions of WSC operational and policy issues, and a final afternoon of oral reports of the small groups' findings from their representatives. Following the conference, four Composite Group members compiled problem identification and solution sheets from the small groups' reports and notes.

At the Composite Group's November 1993 meeting, a work team was assigned to develop a self-assessment program for World Service Office staff team operations. The

WSO self-assessment team met at the office 18-19 February 1994. The team, which included a senior WSO staff member, consulted fully with the staff team leaders in preparing a self-assessment program that would be relatively simple to conduct but that would still produce a complete picture of staff operations. The WSO self-assessment program was run among the office's working teams in August and September 1994; the WSO Management Team completed its inventory in October 1994.

In addition to conducting self-assessment events, WSC'94 also acted upon motions to confirm the continuation of the inventory project through the second of its two-year projected run length and to make certain necessary adjustments in the approved project plan. Instead of being required to present the WSC with proposals or options for change arising from the inventory findings in the 1995 *Conference Agenda Report*, the Composite Group was asked only to develop the issues to be discussed at WSC'95 regarding the problems identified by the inventory for publication in March 1995; those issues are presented in this report. The Composite Group was given the go-ahead to contract a consultant to evaluate the inventory project and prepare an independent assessment of world service operations, to be distributed to World Service Conference participants in March 1995; that assessment is contained in Volume Two of this report. The Composite Group was also given an extension on the deadline for its own final report from January to March 1995.

What we, the Composite Group, are presenting here is our report of the results of the world services inventory commissioned in April 1993 by NA's World Service Conference; a consultant's report on the inventory project can be found in Volume Two. Results of a fellowship survey of views on world service and of self-assessments taken by the World Service Conference, world service boards and committees, and World Service Office operating staff teams are presented without interpretation. Each section of results is followed by the actual instruments used to gather the data depicted. Our summary compiles and condenses the problems identified by the conference, boards and committees, and staff in the course of their self-evaluation activities, while an appendix does the same with their solutions. A second appendix provides tables containing all the problems and solutions reported out of the conference and the board, committee, and staff self-evaluations, ordered by the original scope of inventory research. A third appendix contains a table displaying all the distinct solutions generated by the inventory (consolidated in Appendix One), cross-referenced to the master problem-solution table. In a fourth appendix, we've published the reports from all four representatives of the small discussion groups conducted during the World Service Conference self-assessment. Finally, a glossary defines many of the terms commonly used in Narcotics Anonymous world services that might not be familiar to the reader.

Those especially interested in the fellowship survey graphs should note that a 93-page supplemental volume, available upon request, organizes those graphs in two different ways:

1. They are shown sequentially for the group, ASC, and RSC responses. That is, graphs showing responses to group questions 1, 2, 3, 4, 5, etc., are grouped

together and in order; graphs showing responses to ASC questions are grouped together and in order; the same occurs for RSC questions.

2. Graphs for each subject heading are shown together, without narrative.

The graphs in the supplemental volume are also significantly larger than those shown in this report. However, note that no additional graphs are shown in the supplemental volume--in other words, you won't find anything in the 93-page supplemental volume that you can't find in this report.

We are aware that the inventory project in general and this report in particular have their limitations. Nonetheless, we believe the inventory has produced much of great value. Furthermore, we believe that this report, if used to guide us, will serve the Fellowship of Narcotics Anonymous well as we together seek to make our service system more effective in fulfilling NA's primary purpose: to carry our recovery message to the addict who still suffers. For the role we have been allowed to play in NA's struggle toward that end, we are grateful. Thank you.

The Composite Group

Chapter One: Fellowship Survey

CHAPTER ONE: FELLOWSHIP SURVEY

Introduction.....	3
Response levels	4
World service awareness	5
Sense of participation in world services.....	6
Value of various world service bodies	7
Relative importance of three areas of responsibility in world service	13
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Group questionnaire	38
Group response data table.....	42
ASC questionnaire.....	44
ASC response data table.....	48
RSC questionnaire	50
RSC response data table	54

INTRODUCTION

Three questionnaires were prepared by the Composite Group in mid-1993 to survey the impressions of NA groups, area service committees, and regional service committees concerning NA world services. The questionnaires were distributed in English, French, German, Portuguese, and Spanish. The initial mailings of these questionnaires occurred in November 1993; additional questionnaires were mailed, upon written request, through April 1994. Responses counted in the final results are those received prior to 1 June 1994.

Most queries in the three questionnaires were phrased as positive statements, such as "Our group is aware of the functions of world services." Those taking part in the surveys were asked to mark agree, disagree, or don't know in response to these statements; some respondents marked nothing for some questions, and these were grouped for reporting purposes with the don't know responses.

Each questionnaire also contained a few questions asking respondents to mark all that apply out of a range of possible responses.

Both the questionnaires and tables showing the numeric and percentage responses to all the questions they contained can be found at the end of this chapter.

This section of our report is meant to depict all survey responses and make observations, not evaluations, concerning those responses. It depicts a quantification of perceptions, and is especially significant in that it is the only inventory information from the fellowship-at-large. The questionnaires were mailed to all the NA groups, ASCs, and RSCs of which we were aware and for whom we had mailing addresses.

RESPONSE LEVELS

GROUP SURVEY



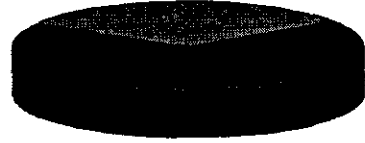
12,260 distributed
1,953 (16%) responding
10,307 (84%) not responding

ASC SURVEY

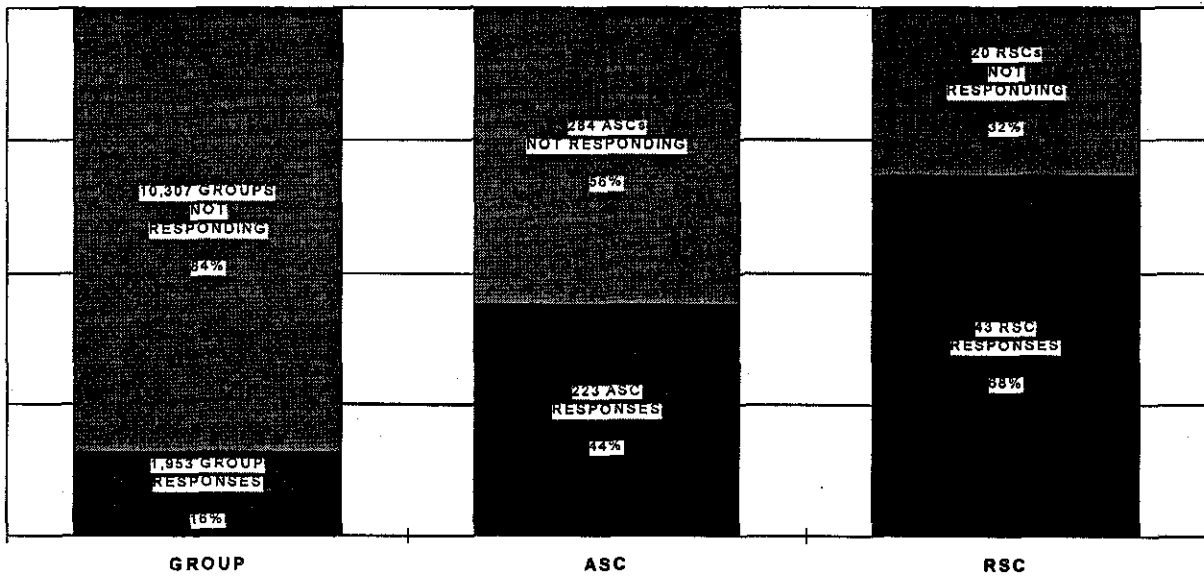


507 distributed
223 (44%) responding
284 (56%) not responding

RSC SURVEY



63 distributed
43 (68%) responding
20 (32%) not responding



WORLD SERVICE AWARENESS

All three survey groups were first given the statement, "[We are] aware of the functions of world services."

Groups, 50%

Half the NA groups responding agreed with this statement. The remainder were split between disagreement (22.7%) and "don't know" or "no answer" responses (27.3%).

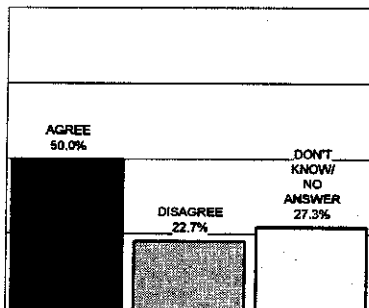
Areas, 63.2%

Nearly two-thirds of the ASCs agreed with this statement. Again, the remainder were split between disagreement (19.3%) and "don't know" or "no answer" responses (17.5%).

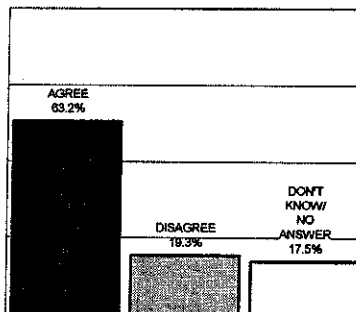
Regions, 90.7%

Nine-tenths of participating RSCs agreed with this statement. The remainder were evenly divided between disagreement and "don't know" or "no answer" responses.

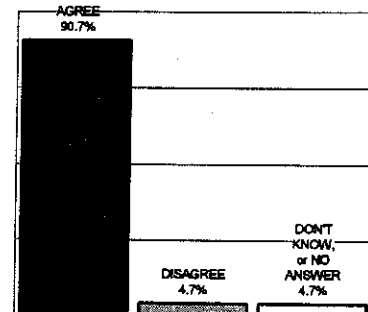
1. OUR GROUP IS AWARE OF THE FUNCTIONS OF WORLD SERVICES



1. OUR ASC IS AWARE OF THE FUNCTIONS OF WORLD SERVICES.



1. OUR RSC IS AWARE OF THE FUNCTIONS OF WORLD SERVICES.



SENSE OF PARTICIPATION IN WORLD SERVICES

Area committees were given one question designed to gauge their sense of participation in world services, and regional committees were given two questions. Both were given the response statement, "Our [committee] plays an active part in determining what world services does." The RSCs were given the additional statement, "Our RSC has an active role in world services."

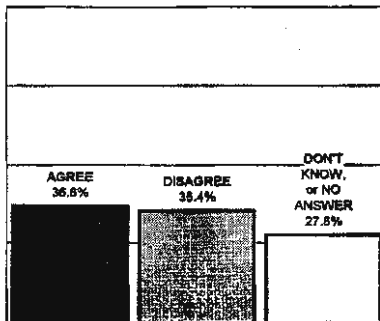
Areas lack clear sense of participation

The ASC responses were closely divided among "agree" (36.8%), "disagree" (35.4%), and "don't know" (27.8%).

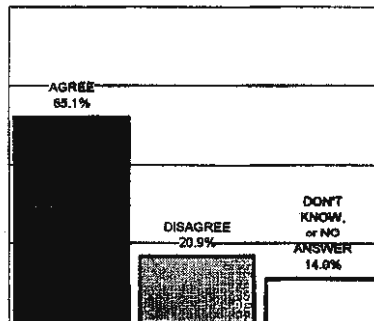
Regions have stronger sense of participation

Regional committees registered a much stronger sense of participation in determining what world services does with 65.1% agreement, 20.9% disagreement, and 14% "don't know." To the second question, about having an active role in world services, the RSC response was stronger yet with 81.4% agreement, 11.6% disagreement, and 7% "don't know."

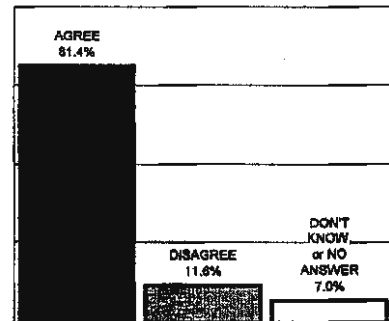
3. OUR ASC PLAYS AN ACTIVE PART
IN DETERMINING WHAT WORLD
SERVICES DOES.



2. OUR RSC PLAYS AN ACTIVE PART
IN DETERMINING WHAT WORLD
SERVICES DOES.



3. OUR RSC HAS AN ACTIVE ROLE
IN WORLD SERVICES.



VALUE OF VARIOUS WORLD SERVICE BODIES
--

All three survey groups were asked to respond to the statement, "[We think] that the following NA world service efforts are valuable," which preceded a list of twelve world service bodies:

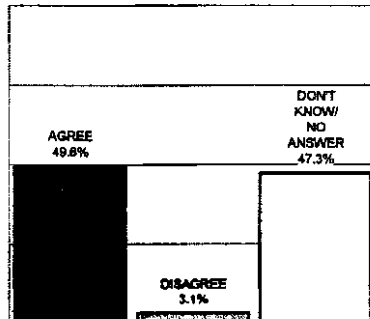
WSC Administrative Committee	World Service Board of Trustees	WSO Board of Directors
WSC H&I Committee	WSC Public Information Committee	WSC Literature Committee
World Services Translation Committee	WSC Policy Committee	World Service Office
WSC Outreach Ad Hoc Committee	World Convention Committee	Interim Committee

Graphs showing the responses to this question in relation to each of these bodies appear on the next three pages. Response profiles (see page 11) from all three survey groups showed similar patterns:

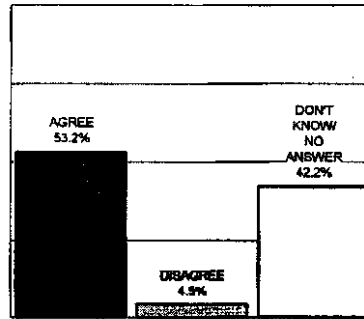
- Five bodies received more than 75% affirmative responses: H&I, PI, Literature, Translation, and WSO.
- The remaining seven bodies had somewhat more or less than 50% affirmative responses, in descending order: World Convention Corporation, WSC Outreach Ad Hoc Committee, WSC Policy Committee, World Service Board of Trustees, WSC Administrative Committee, WSO Board of Directors, and Interim Committee. These bodies also received relatively strong "don't know" or "no answer" responses.
- Negative responses to this group of questions were much weaker (almost all less than 6%) than the "don't know" or "no answer" responses (between 5% and 70%).
- The strongest negative responses were from the RSCs for the trustees (about 14%) and the Interim Committee (about 9%).
- The strongest "don't know" (between 60% and 70%) and the weakest positive response (between 25% and 30%) was for the Interim Committee.

GROUPS:

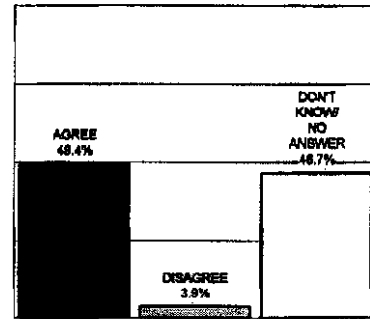
14. "[We think] that the following NA world service efforts are valuable:"



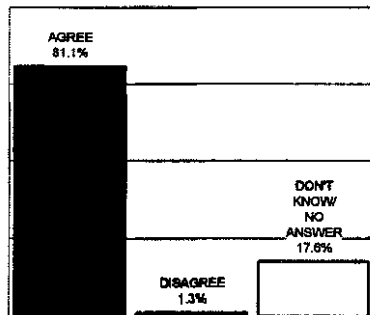
WSC Administrative Committee



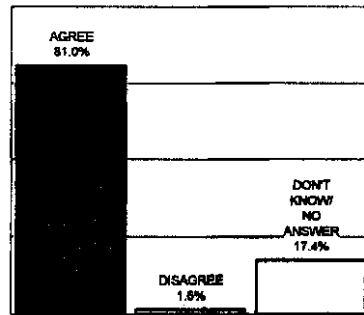
World Service Board of Trustees



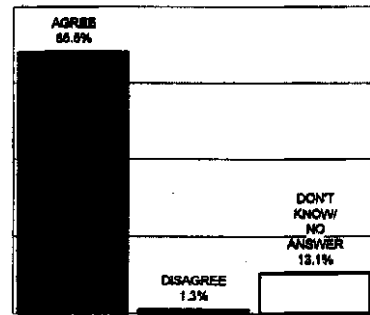
WSO Board of Directors



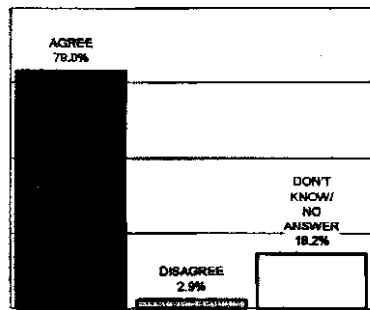
WSC H&I Committee



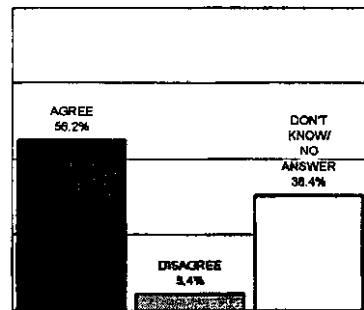
WSC PI Committee



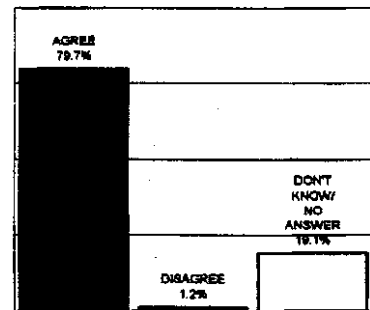
WSC Literature Committee



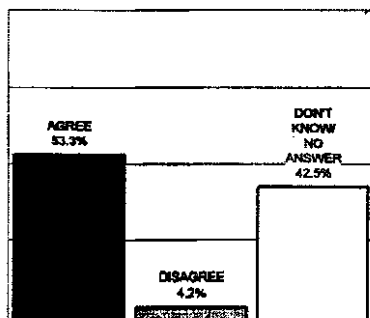
World Services Translation Committee



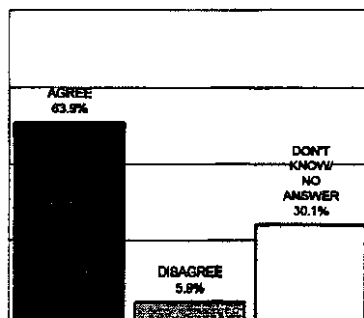
WSC Policy Committee



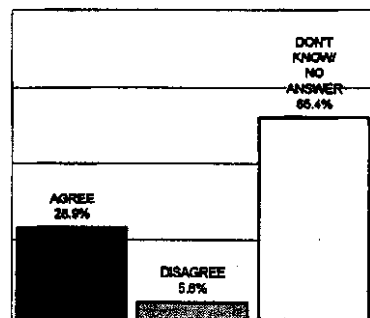
World Service Office



WSC Outreach Ad Hoc Committee



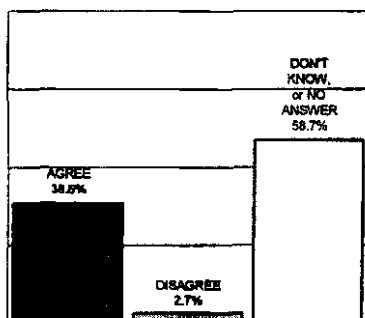
World Convention Corporation



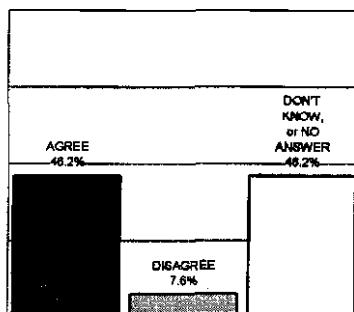
Interim Committee

AREA SERVICE COMMITTEES:

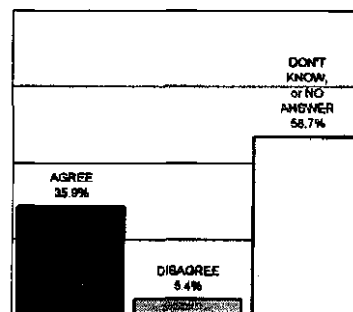
17. "[We think] that the following NA world service efforts are valuable:"



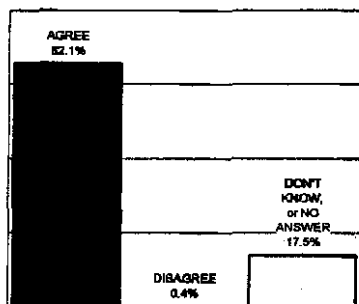
WSC Administrative Committee



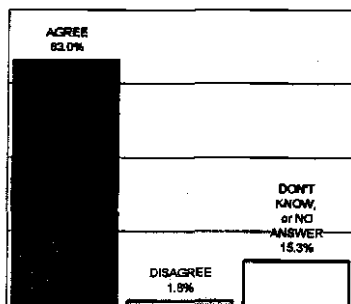
World Service Board of Trustees



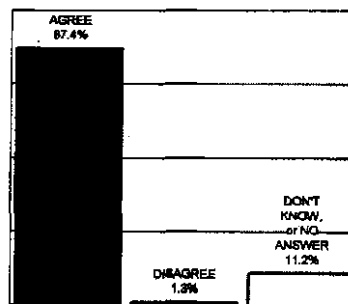
WSO Board of Directors



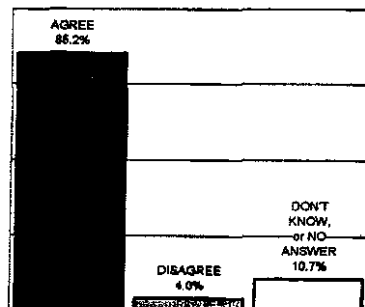
WSC H&I Committee



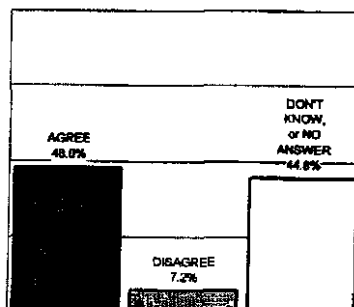
WSC PI Committee



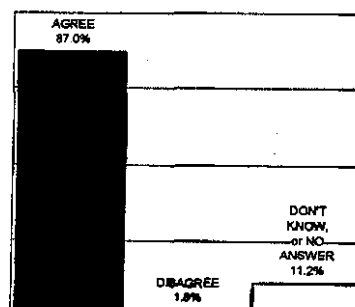
WSC Literature Committee



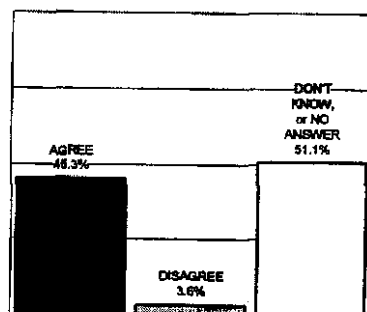
World Services Translation Committee



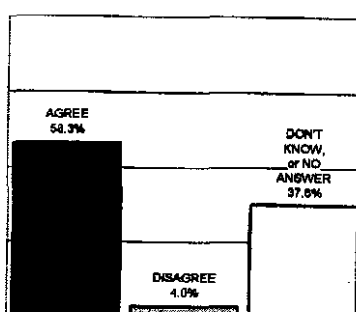
WSC Policy Committee



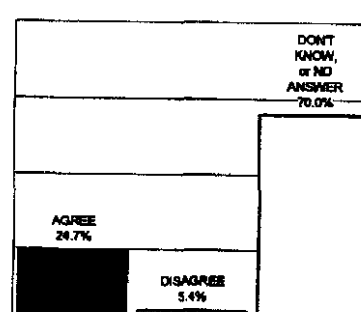
World Service Office



WSC Outreach Ad Hoc Committee



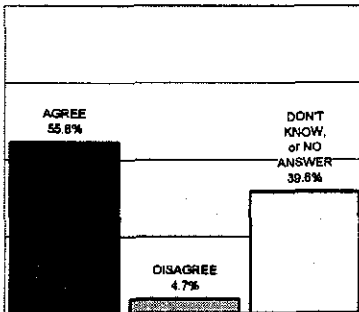
World Convention Corporation



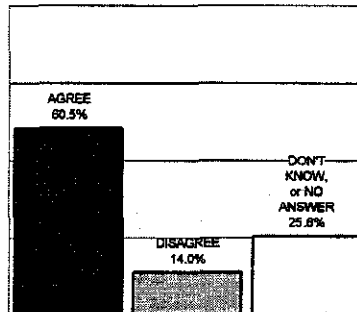
Interim Committee

REGIONAL SERVICE COMMITTEES:

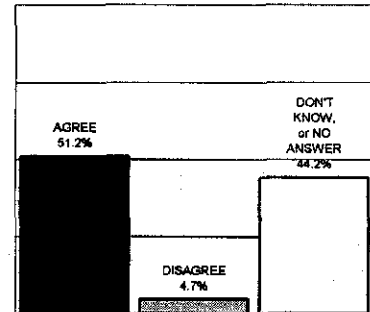
18. "[We think] that the following NA world service efforts are valuable:"



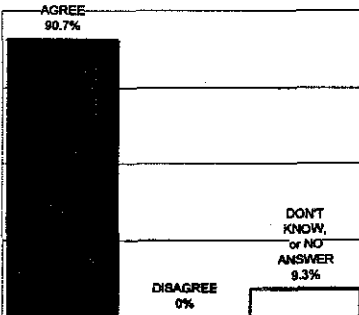
WSC Administrative Committee



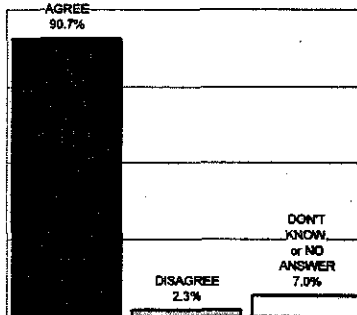
World Service Board of Trustees



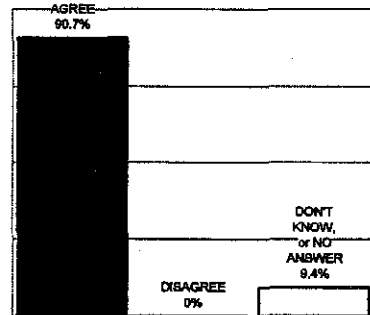
WSO Board of Directors



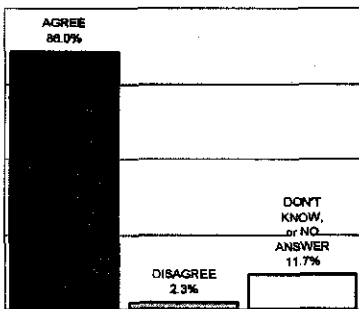
WSC H&I Committee



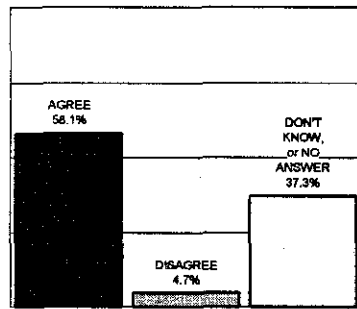
WSC PI Committee



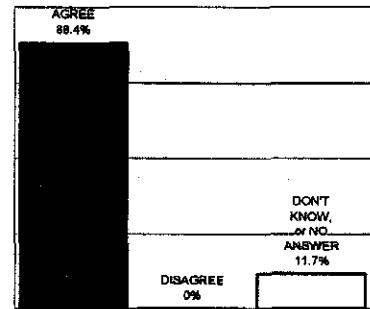
WSC Literature Committee



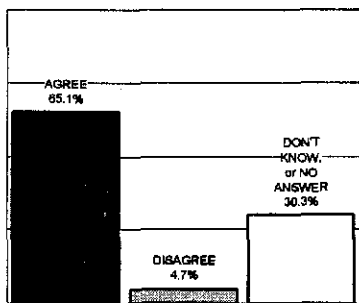
World Services Translation Committee



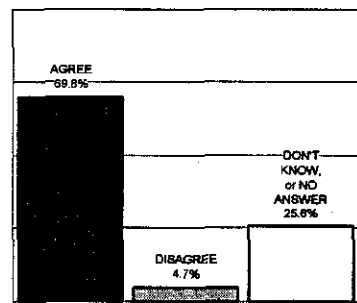
WSC Policy Committee



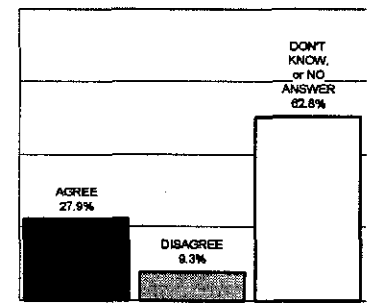
World Service Office



WSC Outreach Ad Hoc Committee

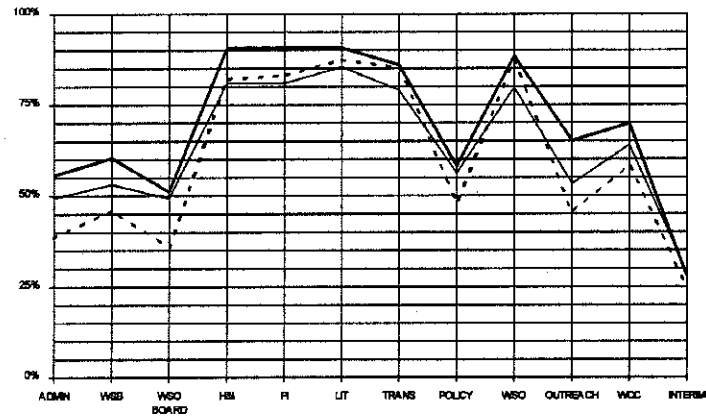


World Convention Corporation

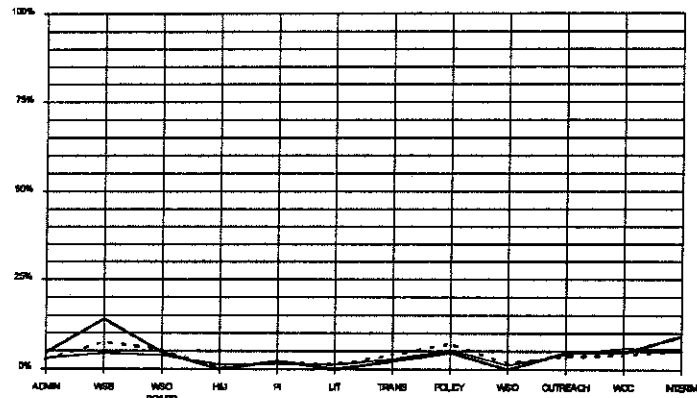


Interim Committee

ALL QUESTIONNAIRES:
PERCENT OF AFFIRMATIVE RESPONSES TO
SERVICE-BODY VALUE QUESTIONS

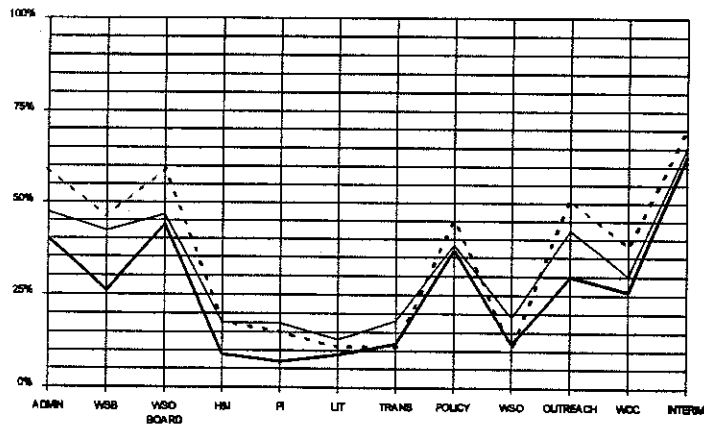


ALL QUESTIONNAIRES:
PERCENT OF NEGATIVE RESPONSES TO
SERVICE-BODY VALUE QUESTIONS

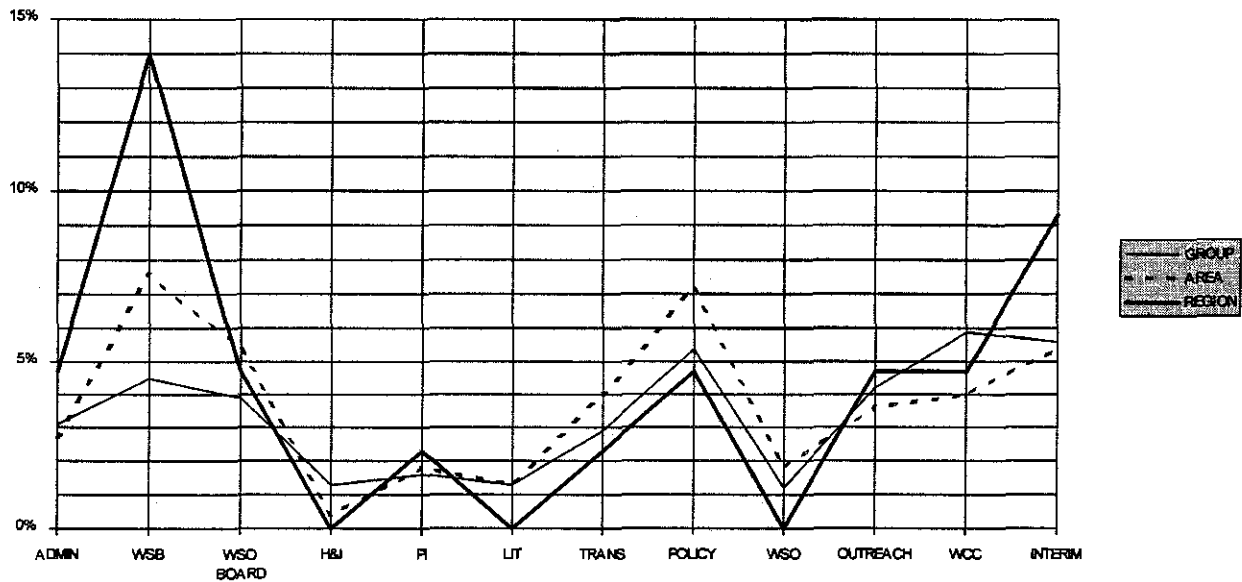


Note: A different rendition of the above graph appears on the next page.

ALL QUESTIONNAIRES: PERCENT OF "DON'T KNOW" OR "NO ANSWER"
RESPONSES TO SERVICE-BODY VALUE QUESTIONS



ALL QUESTIONNAIRES:
PERCENT OF NEGATIVE RESPONSES TO
SERVICE-BODY VALUE QUESTIONS



Note that the graph above displays the same data shown in the graph in the middle of page 11, but uses a scale running from 0% to 15% instead of from 0% to 100% as on the previous page. The narrower scale is employed here to exaggerate the ups and downs of the trends and contrast responses more clearly.

<p style="text-align: center;">RELATIVE IMPORTANCE OF THREE AREAS OF RESPONSIBILITY IN WORLD SERVICE</p>

Area and regional committees were asked to rank three areas of responsibility in world service: issue discussions, product development (including literature), and service coordination.

Issue discussions least important

Issue discussions were ranked least important by both respondent groups.

- The ASC response on this was very strong, with 70% classing issues discussions least important and only 5.8% classing it most important.
- The RSC response was clear but less lopsided, with 41.9% calling issues discussions least important. The remainder were fairly evenly divided between next most important (25.6%) and most important (23.3%).

Product development most important

Area and regional committees said that they thought product development (including literature) was world service's most important responsibility.

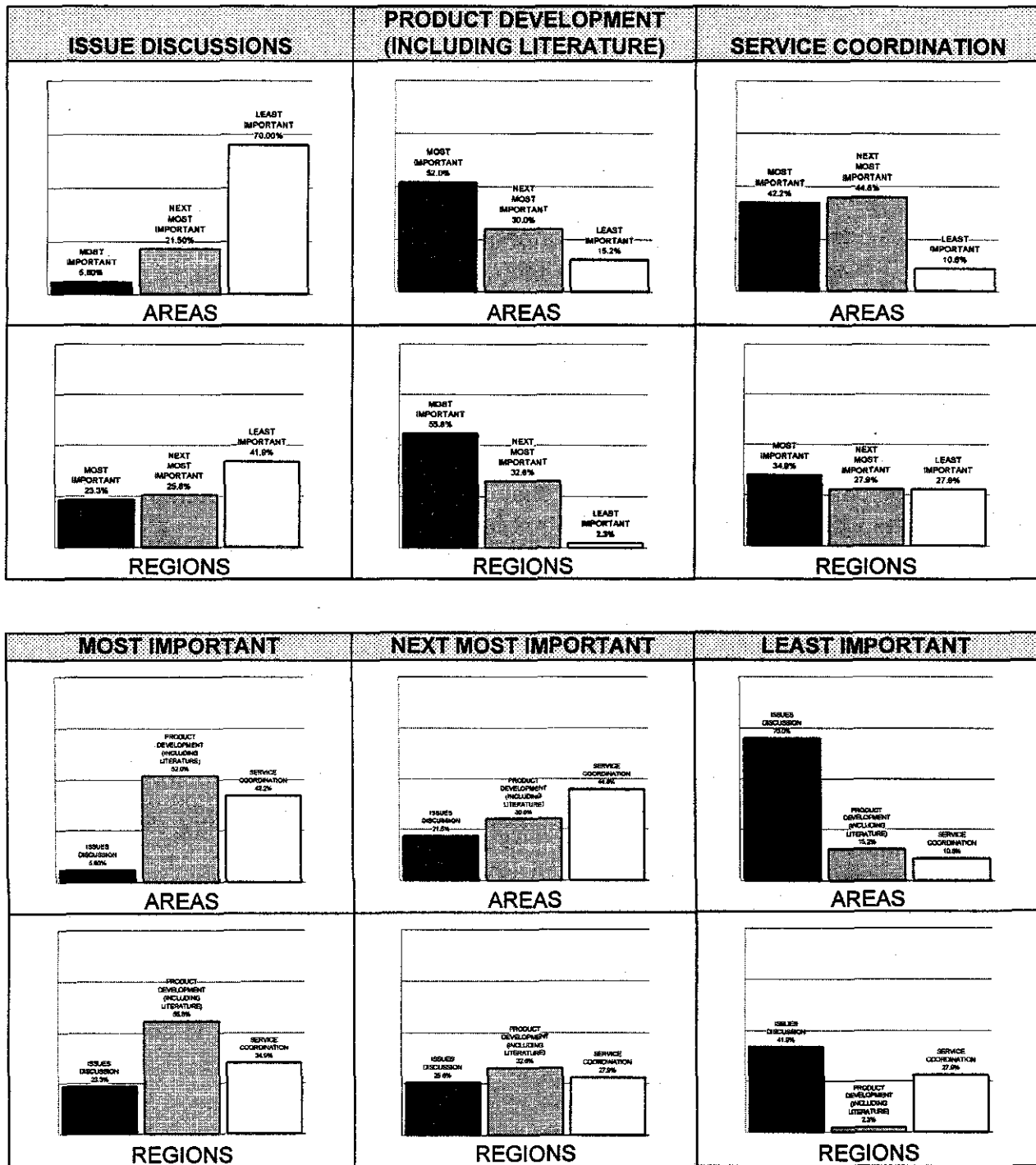
- Somewhat more than half of ASCs (52%) and RSCs (55.8%) classed product development most important.
- About a third of ASCs (30%) and RSCs (32.6%) classed product development next most important.
- Relatively few ASCs (15.2%) and very few RSCs (2.3%) classed product development least important.

Service coordination response moderate

The response of area and regional committees on the service coordination responsibilities of world services was flat.

- Area committees were fairly evenly divided between classing service coordination as most important (42.2%) and next most important (48.8%). Far fewer ASCs called service coordination least important (10.8%).
- Regional committees were closely divided on classing service coordination across the board, with 34.9% for most important and 27.9% for both next most important and least important.

**RANK THE IMPORTANCE OF [THESE] THREE RESPONSIBILITIES OF NA WORLD SERVICES
(ASC QUESTION #11, RSC QUESTION #14):**



PRODUCT SATISFACTION

Area committees were given two detailed response statements to gauge their satisfaction with the world service products delivered to them, with the belief that ASCs are the primary points of distribution of NA literature to the NA groups. Regional committees were given one general response statement. ASCs gave better than three-quarters positive responses to all statements; RSCs, on the other hand, had a little better than half their responses positive, the remainder split between negative and "don't know" responses.

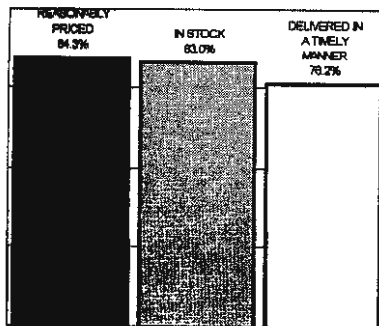
Areas satisfied with products

The area committees strongly affirmed their sense that products, including NA literature, available from world services were reasonably priced (84.3%), in stock (83%), and delivered in a timely manner (76.2%). They expressed an even stronger sense (88.3%) that the range of products available from world services (literature, keytags, chips, medallions, posters, tapes, service manuals) met their needs well; disagreement with this statement was at 3.6%, and "don't know" responses were 8.1%.

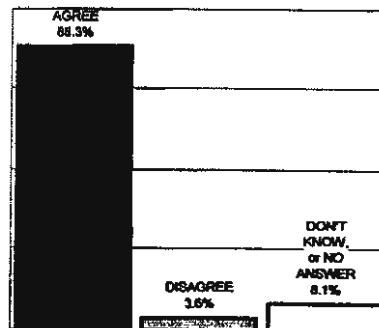
Regional response mixed

RSCs were given the statement, "World services delivers products efficiently to our region." Agreement was at 55.8%, disagreement at 20.9%, and "don't know" at 23.3%.

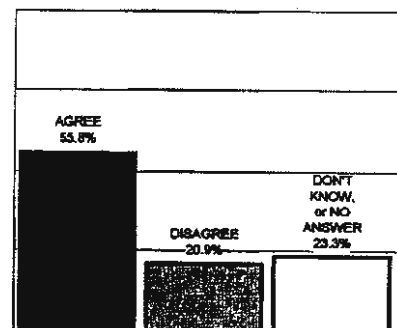
[ASC] 15. PRODUCTS, INCLUDING NA LITERATURE, AVAILABLE FROM WORLD SERVICES ARE (CHECK ALL THAT APPLY):



16. THE RANGE OF PRODUCTS AVAILABLE FROM WORLD SERVICES (LITERATURE, KEYTAGS, CHIPS, MEDALLIONS, POSTERS, TAPES, SERVICE MANUALS) MEETS OUR AREA'S NEEDS WELL.



17. WORLD SERVICES DELIVERS PRODUCTS EFFICIENTLY TO OUR REGION.



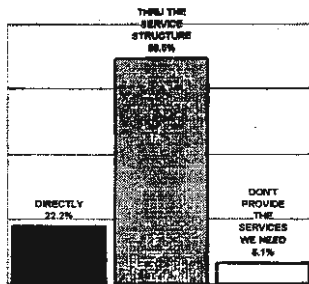
SUPPORT SERVICE SATISFACTION

All three respondent groups were asked for their impressions of the support services they receive from world services. All expressed moderate satisfaction with present support services, though none took strong positions one way or another.

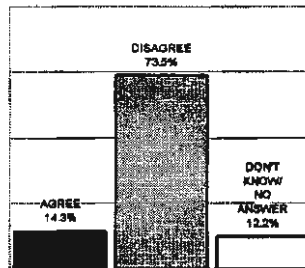
Groups express little need for direct world service support

The NA groups expressed a distinct lack of need for direct support from world services. Most groups said the services they needed were provided through the service structure (86.5%) rather than directly from world services (22.2%). Most groups said they had no important problems that world services should know about (73.5%). And to the question of whether "our group wants help from world services," the groups were divided evenly between agreement and disagreement (42.1% each) with 15.8% "don't know" responses.

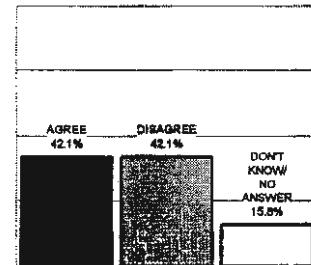
2. WORLD SERVICES PROVIDE OUR GROUP WITH THE SERVICES WE NEED FROM THEM (CHECK ALL THAT APPLY):



4. OUR GROUP HAS SOME IMPORTANT PROBLEMS THAT WORLD SERVICES SHOULD KNOW ABOUT.



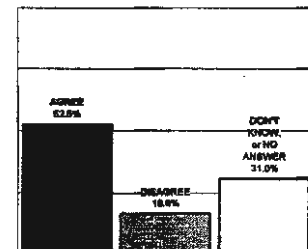
5. OUR GROUP WANTS HELP FROM WORLD SERVICES.



Area response mixed

Area committees were asked to respond to only one statement, "Our ASC would like more support from world services," and their response was mixed. Just over half the areas (52.5%) responded affirmatively, 16.6% disagreed, and 31% didn't know or didn't answer.

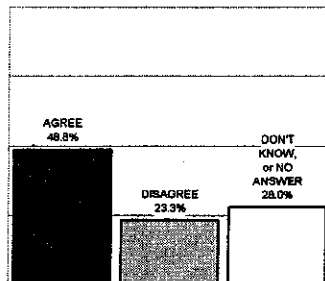
2. OUR ASC WOULD LIKE MORE SUPPORT FROM WORLD SERVICES.



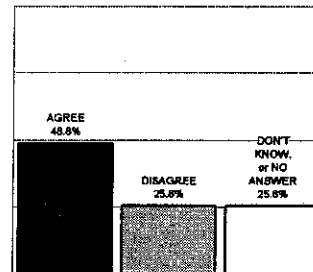
Regional response indefinite

The four statements in the regional questionnaire received a flat response. Three statements gauging satisfaction with current support services all received 48.8% agreement; disagreement ranged from 16.3% to 25.6%, and "don't know" responses went from 25.6% to 34.9%. The fourth statement, seeking to determine whether RSCs wanted more support from world services, received 44.2% agreement; those disagreeing and those who didn't know were evenly divided (28% each).

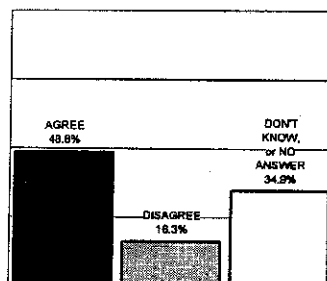
26. OUR RSC IS SATISFIED WITH
THE SUPPORT WE RECEIVE
FROM WORLD SERVICES.



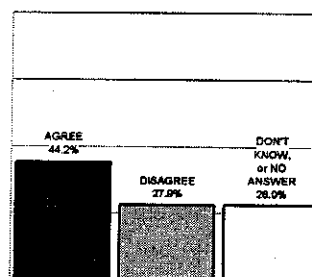
5. WORLD SERVICES PROVIDES
OUR RSC WITH THE SERVICES
WE NEED FROM THEM.



16. WORLD SERVICES
PROVIDES ENOUGH GUIDANCE
TO OUR RSC.



4. OUR RSC WOULD LIKE MORE
SUPPORT FROM WORLD SERVICES
THAN WE RECEIVE NOW.



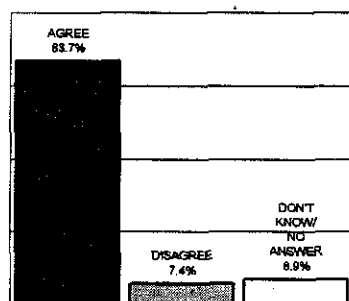
SUPPORT FOR FELLOWSHIP DEVELOPMENT WORK

NA groups strongly support development work

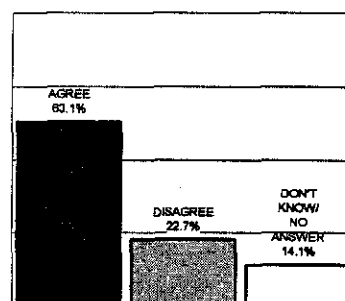
Across the board, the Fellowship of Narcotics Anonymous registered strong support for development work.

- More than four-fifths of the groups believed world services should devote time and money to assist in the growth of new NA communities worldwide. The remainder was split between those who disagreed and those who didn't know or didn't answer.
- Nearly two-thirds of the groups said they believed new communities worldwide have a greater need for direct world service support than established NA communities do, while 22.7% disagreed and 14.1% didn't know or didn't answer.

[GROUP] 19. WORLD SERVICES SHOULD DEVOTE TIME AND MONEY TO ASSIST IN THE GROWTH OF NEW NA COMMUNITIES WORLDWIDE.



[GROUP] 20. NEW NA COMMUNITIES WORLDWIDE HAVE A GREATER NEED FOR DIRECT WORLD SERVICE SUPPORT THAN ESTABLISHED NA COMMUNITIES DO.



Six development services gauged

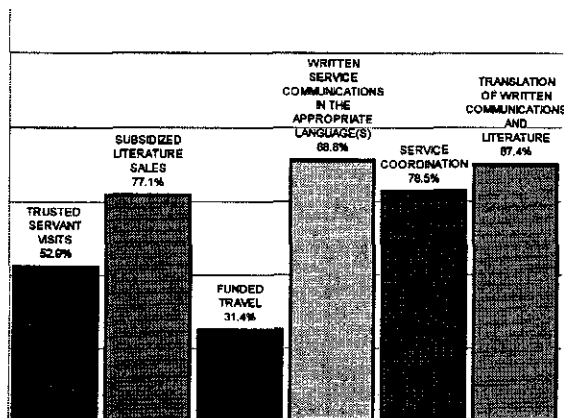
Areas and regions were asked to gauge their support for six typical services or types of support currently offered to developing NA communities by our world services. Committees were asked to check all the options that applied to the statement,

Our [ASC or RSC] would like world services to help new NA groups and new NA communities by:

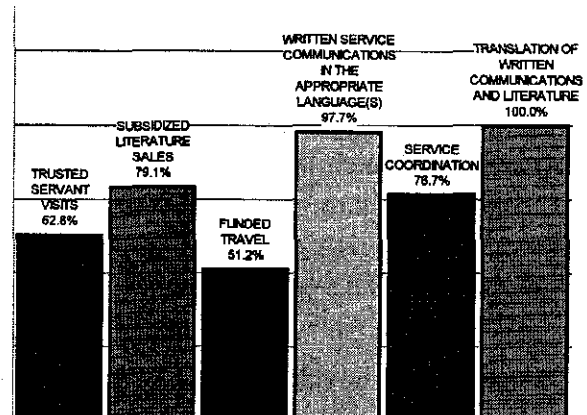
- trusted servant visits
- subsidized literature sales
- funded travel
- written service communications in the appropriate language(s)
- service coordination
- translation of written communications and literature

ASC responses ran from 31.4% to 88.8%; RSCs, from 51.2% to 100%. ASC and RSC responses were in about the same order, but RSC support for three of the six options was about ten percent stronger than ASC support, and for one of the six options was about twenty percent stronger.

12. OUR ASC WOULD LIKE WORLD SERVICES TO HELP NEW NA GROUPS AND NEW NA COMMUNITIES BY (CHECK ALL THAT APPLY):



7. OUR RSC WOULD LIKE WORLD SERVICES TO HELP NEW NA GROUPS AND NEW NA COMMUNITIES BY (CHECK ALL THAT APPLY):

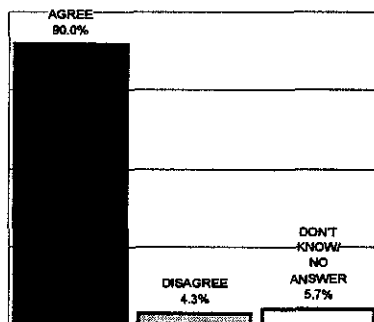


Translation support strongest

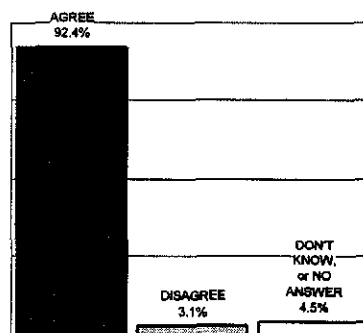
Fellowship support was strongest for translation work.

- Groups, ASCs, and RSCs were all asked to respond to an identical statement: "World services is responsible to provide NA groups with communications, service guides, and literature in their own language." About nine-tenths agreed. The remainder was split; less than one-twentieth disagreed, and about one-twentieth didn't know or didn't respond. It should be noted that the difference in responses among the three survey groups were remarkably small, all less than 2.4%.
- In context, "written service communications in the appropriate language(s)" and "translation of written communications and literature" received the highest levels of support among the six services shown. ASC levels of support for these services, in context, was about the same as that shown for the separate statement; RSC support was significantly higher, nearing or reaching 100% on both.

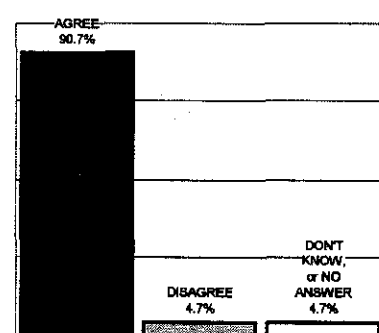
[GROUP] 21. WORLD SERVICES IS RESPONSIBLE TO PROVIDE NA GROUPS WITH COMMUNICATIONS, SERVICE GUIDES, AND LITERATURE IN THEIR OWN LANGUAGE.



[ASC] 18. WORLD SERVICES IS RESPONSIBLE TO PROVIDE NA GROUPS WITH COMMUNICATIONS, SERVICE GUIDES, AND LITERATURE IN THEIR OWN LANGUAGE.



[RSC] 23. WORLD SERVICES IS RESPONSIBLE TO PROVIDE NA GROUPS WITH COMMUNICATIONS, SERVICE GUIDES, AND LITERATURE IN THEIR OWN LANGUAGE.



Second tier of support: service coordination and subsidized literature

- Support for service coordination help for new NA communities formed part of a second tier in both the ASC (78.5%) and RSC (76.7%) responses.
- Support for subsidized literature sales made up the rest of the second tier in the ASC (77.1%) and RSC (79.1%) responses.

Support for trusted servant visits moderate

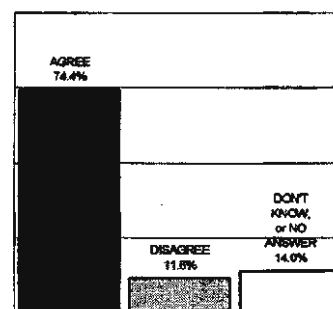
Support for world-level trusted servant visits to developing NA communities came in fifth among the six development services shown in the graphs at the top of the previous page, with ASC support at 52.9% and RSCs at 62.8%.

Confusing response re. subsidized representative travel

The survey results are not entirely clear in what they say about fellowship support for subsidizing travel costs of representatives from developing NA communities while participating in world service activities.

- When RSCs were asked in a question by itself about such subsidies (see right), three-quarters of the committees supported them.
- When asked in the context of six development services (see previous page, top right), however, support dropped to half of the RSCs and less than a third of the ASCs.

[RSC] 11. THE COST OF PARTICIPATING IN WORLD SERVICES BY REPRESENTATIVES FROM DEVELOPING NA COMMUNITIES SHOULD BE SUBSIDIZED BY WORLD SERVICES.



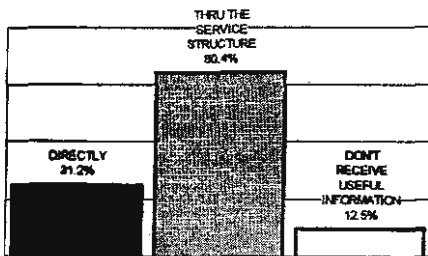
COMMUNICATION

Usefulness of info provided

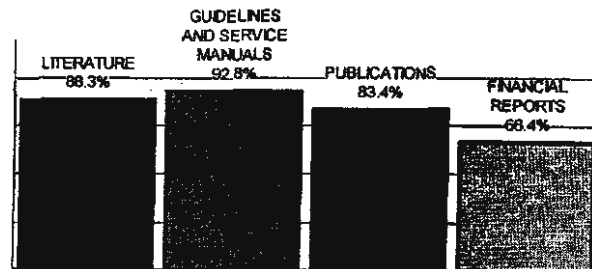
Groups and areas responding to the survey found the information they received from world services to be useful.

- Groups were asked to respond to a statement in such a way as to provide answers to two questions:
 - ◆ Do you receive *useful* information from world services? One-eighth of the groups said they did not.
 - ◆ How do you receive information about world services: directly, or through the service structure? Less than a third said directly from world services; four in five groups said they received their information about world services indirectly, through the service structure.
- Area committees were asked if the information provided in various types of world service publications was information they needed. Affirmative responses ranged from nearly two-thirds to more than nine-tenths:
 - ◆ Guidelines and service manuals, 92.8%
 - ◆ Publications, 83.4%
 - ◆ Literature, 88.3%
 - ◆ Financial reports, 66.4%

3. OUR GROUP RECEIVES USEFUL INFORMATION FROM WORLD SERVICES (CHECK ALL THAT APPLY):



13. WORLD SERVICES PROVIDES OUR ASC WITH THE INFORMATION WE NEED FROM (CHECK ALL THAT APPLY):

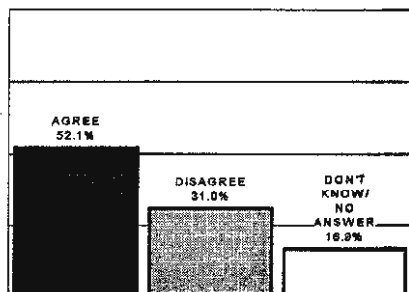


User friendliness

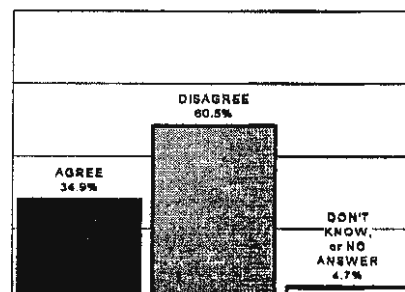
NA groups and RSCs were both asked whether world service communications were easy for them to understand. Their answers were very different.

- Groups were asked specifically if the language used in world service communications was easy to understand. About half the groups agreed that it was easy to understand; about a third disagreed; and 16.9% didn't know or didn't answer.
- Regional committees, on the other hand, responded predominantly in the negative when asked whether the information they received from world services was easy to understand. Three in five RSCs said it was not easy to understand; about a third said it was; and 4.7% didn't know or didn't answer.

17. THE LANGUAGE USED IN WORLD SERVICE COMMUNICATIONS WITH OUR GROUP IS EASY TO UNDERSTAND.



13. IT IS EASY TO UNDERSTAND THE INFORMATION OUR RSC RECEIVES FROM WORLD SERVICES.



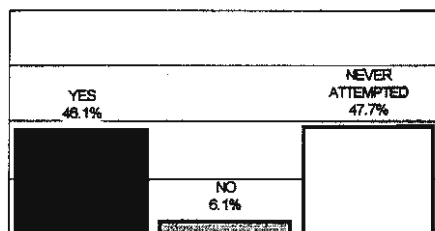
Accessibility, responsiveness

NA groups and area service committees were asked two very similar questions about their impressions of world service's responsiveness and accessibility, and they gave very similar responses. In fact, responses for the two groups were within a range of 1.7% of each other. In general, the response was split between the affirmative and those who didn't know.

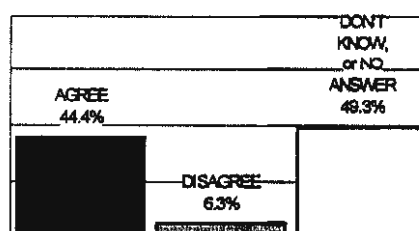
- About 45% affirmed their sense of world service's responsiveness.
- About 48% said they had never attempted to ask world services a questions, they didn't know, or they didn't answer the question.
- About 6% expressed a sense that world services was not responsive.

It should be noted that the question asked of the NA groups was stated somewhat differently than that asked the areas. Groups were asked about their queries of world services "either directly or through the service structure," while ASCs were asked explicitly about their queries of the World Service Office and whether the response they received was helpful or not.

15. WHEN OUR GROUP ASKS WORLD SERVICES A QUESTION, EITHER DIRECTLY OR THROUGH THE SERVICE STRUCTURE, WE GET AN ANSWER.



7. WHEN OUR ASC CALLS THE WORLD SERVICE OFFICE, WE GET A HELPFUL ANSWER.



Group awareness of various periodicals

The NA groups were asked if they were "aware of the following published materials available from world services," and were instructed to check all the responses that applied. Please note that the background information shown below on each periodical was not contained in the questionnaire; it is shown here to help the reader put the groups' responses into context. They were as follows:

The NA Way Magazine--87.5% of groups responding said they were aware of this publication. *The NA Way* is NA's monthly international fellowship subscription journal, targeted at the NA membership-at-large.

The *Conference Digest*--41.8% of the groups said they were aware of this publication. The *Digest* is a four-page abbreviated and translated version of the *Conference Report* and the *Conference Agenda Report*. The *Digest* is mailed at WSC expense to RSCs, ASCs, and any NA member who asks to be put on the mailing list.

The *WSO Newslines*--66.9% of the groups said they were aware of this periodical. The *Newslines* is the World Service Office's quarterly newsletter-report to the fellowship-at-large, mailed at WSO expense to all trusted servants, service boards, committees, and groups whose mailing addresses are registered in the WSO's database.

The *Conference Report*--58.4% of the groups said they were aware of this publication. It is the report of World Service Conference officers, committees, and boards. The *Conference Report* is produced from two to five times a year. It is mailed at WSC expense to conference participants and regional service committees; it is mailed for a fee to a small number of subscribers.

PI News--32.2% of the groups said they were aware of this publication. The WSC Public Information Committee newsletter is distributed at WSC expense to registered RSC and ASC PI subcommittees. Once mailed two to three times a year, *PI News* had not been produced at all for more than a year at the time the survey was taken.

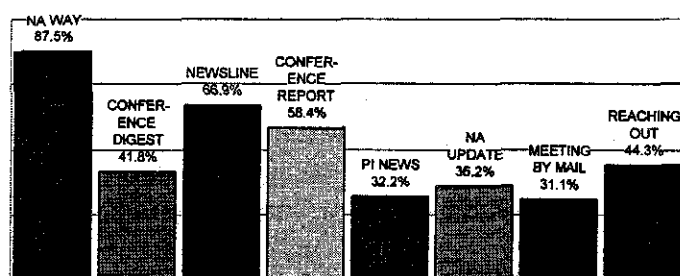
NA Update--36.2% of the groups said they were aware of this periodical. This newsletter is mailed at WSC expense to addiction and health care professionals interested in our fellowship with whom we have had contact by mail, phone, or at non-NA events. At the time the survey was taken, *NA Update* had only been produced once, two years earlier.

Meeting by Mail--31.1% of the groups said they were aware of this periodical. *MBM* is the bimonthly newsletter of the NA Loner Group and is mailed at WSO expense. The Loner Group is composed of addicts who are either isolated by geography or are unable to attend regular meetings because of illness or other personal circumstances. "Loner sponsors," NA members able to attend regular meetings who want to support the loners, also participate. *MBM* serves as a kind of

"meeting" where loners and sponsors can share their recovery challenges and victories with one another.

Reaching Out—44.3% of the groups said they were aware of this periodical. It is the quarterly H&I newsletter, combining the shared recovery experiences of incarcerated members with service experiences of outside members involved in H&I work. Copies of *Reaching Out* are mailed at WSC expense to incarcerated members and in quantity to ASC H&I subcommittees. The newsletter is also mailed for a fee to a small number of subscribers.

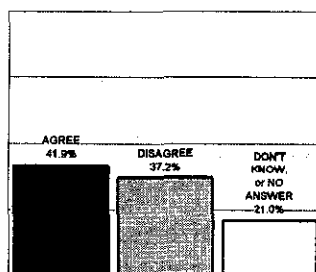
16. OUR GROUP IS AWARE OF THE FOLLOWING
PUBLISHED MATERIALS AVAILABLE FROM WORLD SERVICES
(CHECK ALL THAT APPLY):



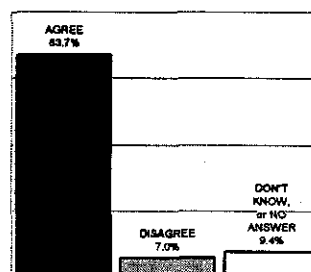
Timeliness

When regional committees were asked for their general impression of the timeliness of world service communications, their response was mixed. About two in five RSCs said world service communications with them were timely, and about the same number said they were not. The remaining one in five RSCs either didn't know or didn't answer.

12. WORLD SERVICE COMMUNICATIONS
WITH OUR REGION ARE TIMELY.



[RSC] 15. OUR RSR, AS A MEMBER OF
WORLD SERVICES, PROVIDES ADEQUATE
INFORMATION ABOUT WORLD SERVICES.



RSRs rated by RSCs as information sources

More than four in five regional committees said their RSRs provided adequate information about world services. The remainder was split between those who felt their RSRs didn't provide adequate information (7%) and those who didn't know or didn't answer (9.4%).

FINANCES

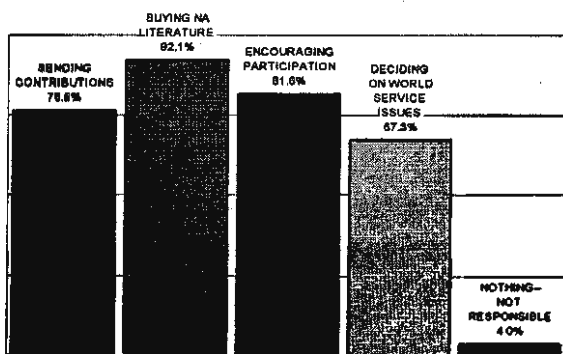
PREFERRED MEANS OF SUPPORT

All three respondent groups were asked the same question: Do you feel responsible to support world services? If so, by which of the following means:

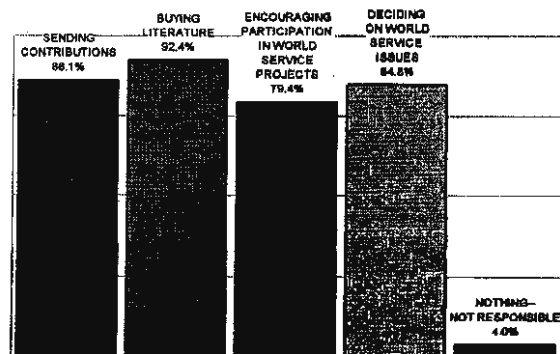
- Sending contributions
- Buying NA literature
- Encouraging local members to participate in world service projects
- Deciding on world service issues

Groups, areas, and regions had different senses of their overall responsibility to support world services, and different senses of the relative significance of the above four means of support.

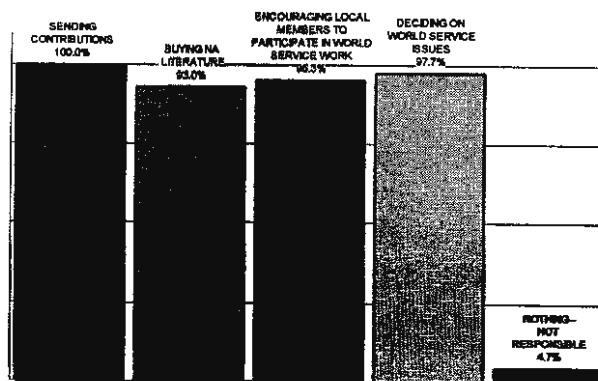
11. OUR GROUP IS RESPONSIBLE TO SUPPORT WORLD SERVICES BY (CHECK ALL THAT APPLY):



10. OUR ASC IS RESPONSIBLE TO SUPPORT WORLD SERVICES BY (CHECK ALL THAT APPLY):



8. OUR RSC IS RESPONSIBLE TO SUPPORT WORLD SERVICES BY (CHECK ALL THAT APPLY):



Nothing--not responsible

Between four and five percent of respondents in all three groups said they felt they were not responsible to support world services. However, the reader should note two anomalies in the regional response:

- Two RSCs said they felt responsible to support world services by sending contributions *and* that they were not responsible to support world services by any means.
- One RSC said it felt responsible to support world services by deciding on world service issues *and* that it was not responsible to support world services by any means.

Comparative averages, ranges

Averages of affirmative responses for all four means of support for world services listed, as shown in the graphs on page 25, were as follows:

- Groups79.4%, or about sixteen in twenty
- ASCs85.7%, or about seventeen in twenty
- RSCs96.5%, or about nineteen in twenty

The ranges of support for the four means listed are as follows:

- Groups67.3% to 92.1% 24.8 point range
- ASCs79.4% to 92.4% 13 point range
- RSCs93% to 100% 7 point range

While NA groups have a strong sense of responsibility for the support of NA's world services, area committees have an even stronger sense, and regions have the strongest sense of responsibility for the support of world services.

Sending contributions

Affirming their responsibility to support world services by sending contributions:

- Groups 76.5%
 - ◆ Three in four NA groups had a sense of responsibility to send contributions to world services, but that sense was not as universal as it was for regional committees.
 - ◆ The groups' sense of responsibility to send contributions to support world services came behind buying NA literature (92.1%) and encouraging participation (81.6%), and ahead of deciding on world service issues (67.3%).
- ASCs 86.1%
 - ◆ Seventeen in twenty area committees felt responsible to support world services with contributions. This was stronger than the groups' sense regarding contributions (fifteen in twenty) but not as strong as the regions' sense (all of twenty).

- ◆ Sending contributions was in the middle range of the areas' preferred ways to support world services alongside deciding on world service issues (84.8%), behind buying literature (92.4%) and ahead of encouraging participation in world service projects (79.4%).
- RSCs..... 100%
 - ◆ All regional committees felt responsible to support world services by sending contributions. This was the strongest affirmation of this method of support among the three respondent groups.
 - ◆ Sending contributions was the most preferred means of supporting world services by regional committees, ahead of deciding on world service issues (97.7%), encouraging local members to participate in world service work (95.3%), and buying NA literature (93%). There was a high, relatively narrow range of responses.

Buying NA literature

All three respondent groups had a very similar sense of their responsibility to support world services by buying NA literature, their responses coming within a range of nine-thousandths of one another:

- Groups 92.1%

Buying NA literature was the groups' most preferred means of supporting world services, coming in more than ten percentage points ahead of encouraging participation (81.6%), followed by sending contributions (76.5%) and deciding on world service issues (67.3%).
- ASCs 92.4%

Buying literature was also the areas' most preferred means of supporting world services, but it was followed more closely by the second preference (sending contributions, 86.1%), third preference (deciding on world service issues, 84.8%), and fourth preference (encouraging participation in world service projects, 79.4%).
- RSCs 93%

Buying literature was the regions' least preferred means of supporting world services, coming behind encouraging local members to participate in world service work (95.3%), deciding on world service issues (97.7%), and sending contributions (100%). There was a high, relatively narrow range of responses.

Encouraging participation

There were distinct differences in the degrees to which groups and areas as opposed to regions sensed their responsibility to support world services by encouraging locals to participate in world service activities. Groups and areas responded about the same, with about sixteen in twenty feeling responsible to encourage participation. Regional

committees registered a significantly stronger sense of responsibility for encouraging participation, with about nineteen in twenty weighing in behind this.

- Groups 81.6%
This was the second most preferred means for groups of supporting world services, coming behind buying NA literature (92.1%) but ahead of sending contributions (76.5%) and deciding on world service issues (67.3%).
- ASCs 79.4%
This was the areas' least preferred means of supporting world services, coming behind deciding on world service issues (84.8%), sending contributions (86.1%), and buying literature (92.4%).
- RSCs 95.3%
This was the third preference among the four of ways listed for regions to support world services, coming ahead of buying NA literature (93%) and behind deciding on world service issues (97.7%) and sending contributions (100%). There was a high, relatively narrow range of responses.

Deciding on world service issues

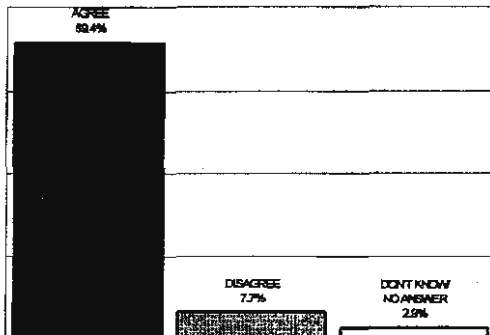
Affirming their responsibility to support world services by deciding on world service issues:

- Groups 67.3%
This was the groups' least preferred means of supporting world services, and the groups' response to this item was the lowest among all three response groups, about two in three groups affirming their responsibility to support world services by taking part in the world service decision-making process. Groups preferred to support world services by sending contributions (76.5%), encouraging participation (81.6%), and buying NA literature (92.1%), all these coming ahead of deciding on world service issues.
- ASCs 84.8%
Deciding on world service issues was in the middle range of the areas' preferred ways of supporting world services alongside sending contributions (86.1%), behind buying literature (92.4%) and ahead of encouraging participation in world service projects (79.4%)
- RSCs 97.7%
This was the regions' second most preferred means of supporting world services, coming in behind sending contributions (100%) and ahead of encouraging local participation in world service work (95.3%) and buying NA literature (93%). There was a high, relatively narrow range of responses.

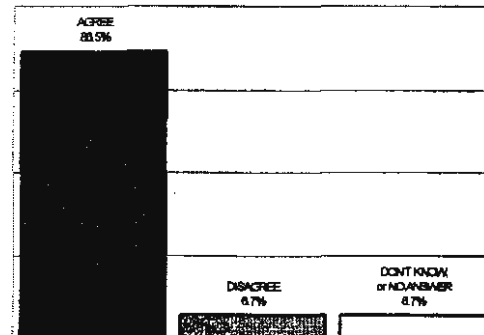
LEVELS OF FINANCIAL SUPPORT

About nine in ten groups and areas confirmed that they passed money on to the NA service structure. Group and area responses were quite similar, within four percentage points of one another.

9. OUR GROUP PASSES MONEY ON TO THE NA SERVICE STRUCTURE.



8. OUR ASC PASSES MONEY ON TO THE NA SERVICE STRUCTURE.

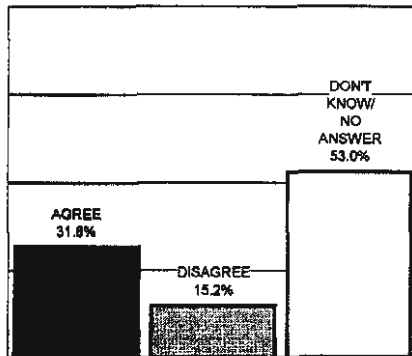


FISCAL CONFIDENCE

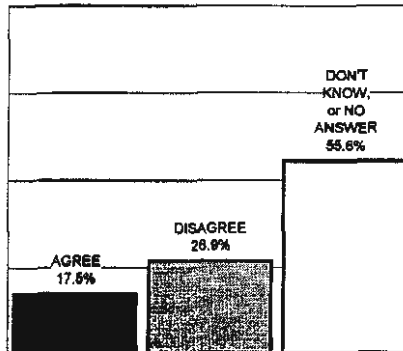
All three respondent groups were asked the same question: Are you satisfied with the way world services uses NA money? (See the top of the next page for the graphs depicting this response.)

- About half the groups (53%) didn't answer this question or said they didn't know if they were satisfied or not with the way world services were using NA money. About a third of the groups (31.8%) said they were satisfied. Less than half that number (15.2%), or about a sixth of the groups, said they were dissatisfied.
- The ASC response to this question was quite different from the groups'. Only a slightly higher percentage of area committees (55.6%) didn't answer the question or said they didn't know. The pattern of those responding, however, was nearly reversed from the group response. About a sixth of the areas (17.5%) said they were satisfied with the way world services were using NA money, while 26.9% expressed dissatisfaction.
- The RSCs were much less indecisive on this question than either the groups or ASCs, with 37.3% not answering or saying they didn't know. The percentage of satisfied regions was about the same as the ASC response (16.3%), but the level of dissatisfaction was much greater, with close to half the RSCs (46.5%) saying that they did not approve of the way world services were using NA money. The regions' level of dissatisfaction was a little more than three times that expressed by the groups.

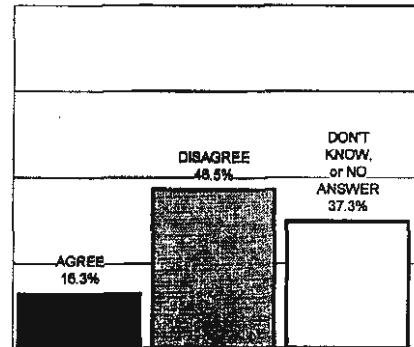
10. OUR GROUP IS SATISFIED
WITH THE WAY WORLD
SERVICES USES NA MONEY.



9. OUR ASC IS SATISFIED
WITH THE WAY WORLD
SERVICES USES NA MONEY.



10. OUR REGION IS SATISFIED
WITH THE WAY WORLD
SERVICES USES NA MONEY.

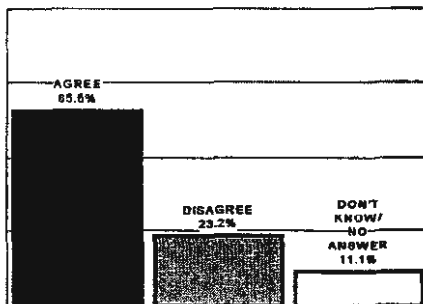


NA GROUPS: FISCAL ACCOUNTABILITY AND AUTHORITY

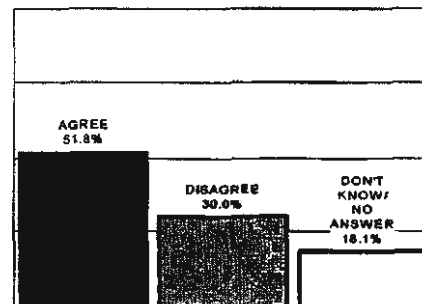
Two questions sought to discover whether the NA groups want more information and more authority in world service financial matters--and the answer to both was yes.

- About two-thirds of the groups want more detailed financial reports from world services. More than half the groups want more influence on world service financial decisions.
- It should be noted, however, that a substantial number of groups disagreed with these positions (23.2% and 30%, respectively).
- Don't know and didn't answer responses were also significant (11.1% and 18.1%, respectively), but observe that 88.9% of groups have a definite opinion about whether they want more detailed financial reports from world services, and 81.9% of groups know whether or not they want more influence on world service financial decisions.

12. OUR GROUP WANTS MORE DETAILED
FINANCIAL REPORTS FROM WORLD SERVICES.



13. OUR GROUP WANTS MORE INFLUENCE
ON WORLD SERVICE FINANCIAL DECISIONS.

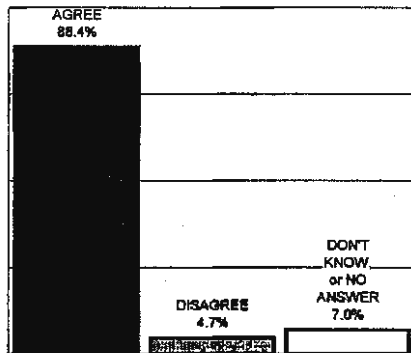


INITIATIVE FOR NEW SERVICE PROJECTS

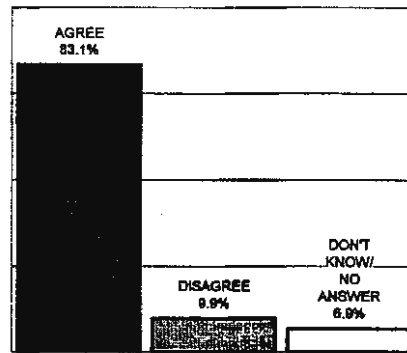
Groups, areas, and regions were asked in five different ways whether or not world services needed fellowship approval before starting up new projects. Overwhelmingly, their answer was that they felt prior approval was needed.

- Support for this position averaged at 84.9%, ranging from 81.2% to 88.4%.
- Opposition averaged at 8.4%, ranging from 4.7% to 11.2%.
- Don't know or didn't answer responses for the five questions averaged at 6.7%, ranging from 4.9% to 7.5%.

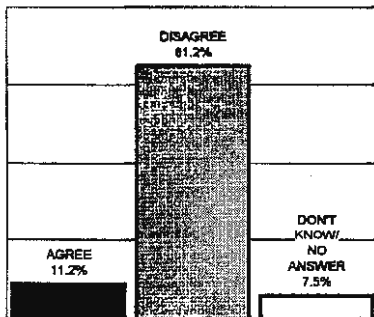
[RSC] 21. THE FELLOWSHIP SHOULD PROVIDE THE INITIATIVE FOR WORLD SERVICE PROJECTS.



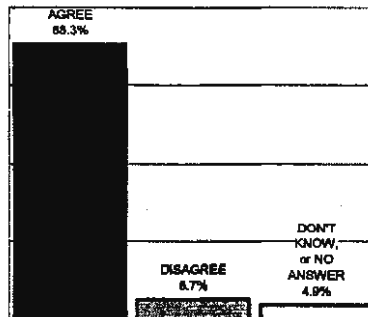
[GROUP] 8. WORLD SERVICES NEED THE FELLOWSHIP'S APPROVAL BEFORE STARTING ANY NEW SERVICE PROJECTS.



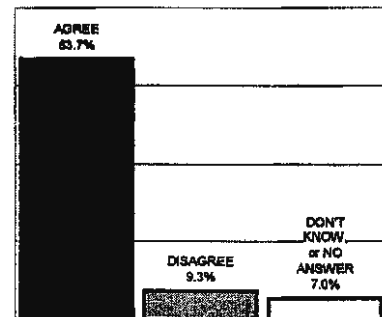
[GROUP] 7. WORLD SERVICES MAY BEGIN NEW PROJECTS WITHOUT THE FELLOWSHIP'S APPROVAL.



[ASC] 5. WORLD SERVICES CAN BEGIN NEW PROJECTS ONLY WITH THE FELLOWSHIP'S APPROVAL.



[RSC] 22. WORLD SERVICES CAN BEGIN NEW PROJECTS ONLY WITH THE FELLOWSHIP'S APPROVAL.

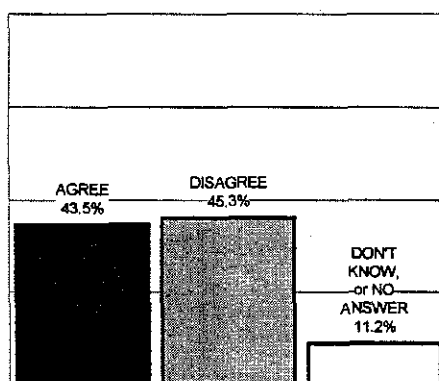


ANTICIPATING THE FELLOWSHIP'S NEEDS

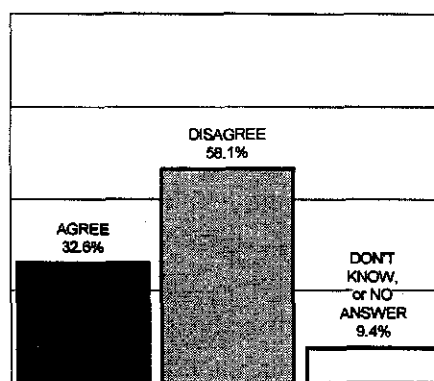
Area and regional committees were asked whether world services should anticipate the fellowship's needs for new services. The ASC response to this was divided, and the RSC response was far less decisive than to the more direct questions on initiative for new projects depicted on the previous page.

- Area committees were split on this, agreement and disagreement weighing in within 1.8 percentage points of one another. "Don't know" responses were significant but far from overwhelming; 88.8% of the areas stated an opinion on this question, one way or the other.
- Regional committees were more decisive on this question than the areas were, but less decisive than they themselves had been on the direct questions concerning initiative for new projects (see the preceding page). Almost six in ten RSCs said world services should not anticipate the fellowship's needs for new services, nearly twice as many as said world services should anticipate needs. The 25½-point range between the RSCs' yes and no responses to this question, however, was much smaller than the 79-point average range in its responses to questions 21 and 22 (see previous page).

[ASC] 4. WORLD SERVICES SHOULD ANTICIPATE THE FELLOWSHIP'S NEEDS FOR NEW SERVICES.



[RSC] 20. WORLD SERVICES SHOULD ANTICIPATE THE FELLOWSHIP'S NEEDS FOR NEW SERVICES.



TRUST

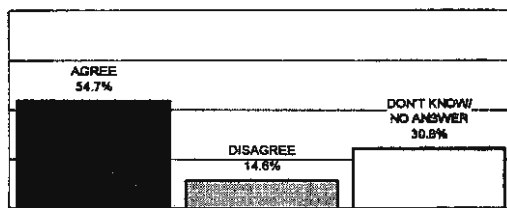
The fellowship said clearly but not overwhelmingly that it trusted world services. When asked the more complex question of whether world service decisions reflected the conscience of the NA groups, the response was a slightly less clear yes.

General: trust, confidence, satisfaction

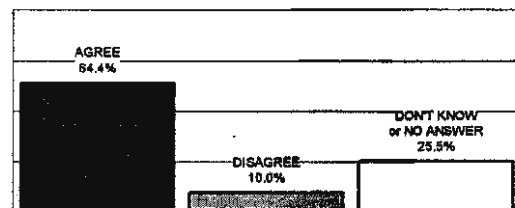
Four questions were asked in this vein.

- When groups were asked whether they were satisfied with world services, their response was almost identical to the ASC response to the question of whether they had confidence in world-level trusted servants.
 - ◆ Both showed 54.7% agreement.
 - ◆ Disagreement averaged at 14.7%, with group and ASC responses differing by two thousandths (0.2%).
 - ◆ About 31% didn't know or didn't answer these questions, group and area responses differing by one thousandth (0.1%).
- When asked the simple, direct question of whether or not they trusted world services, the groups gave a strong, clear response:
 - ◆ Almost two-thirds answered affirmatively.
 - ◆ One in ten answered negatively.
 - ◆ One in four didn't know or didn't answer.
- Regions asked the same question agreed less (58.1%) and disagreed more (25.6%) but had fewer "don't know" responses (16.3%).

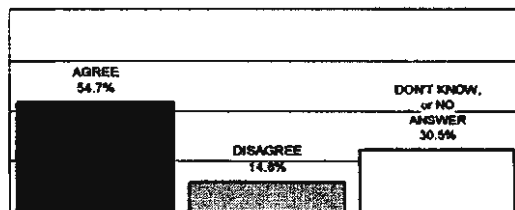
23. OUR GROUP IS SATISFIED WITH WORLD SERVICES.



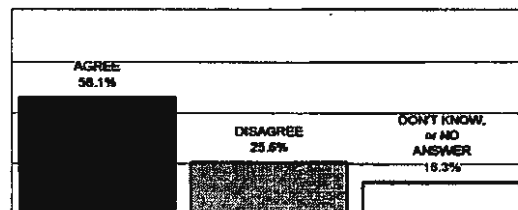
6. OUR GROUP TRUSTS WORLD SERVICES.



20. OUR AREA HAS CONFIDENCE IN WORLD-LEVEL TRUSTED SERVANTS.



25. OUR RSC TRUSTS WORLD SERVICES.

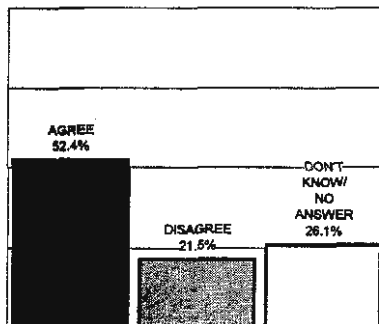


"The overall conscience of the NA groups"

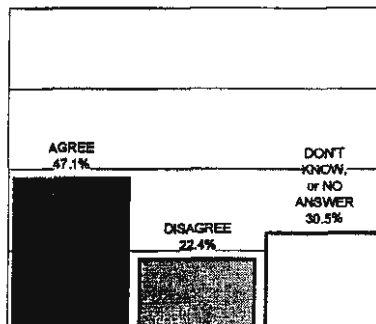
When the fellowship is asked whether it feels "that decisions made by world services reflect the overall conscience of NA groups," the response is so-so.

- The groups themselves express moderate confidence that world services are making decisions that reflect their overall conscience (52.4%).
- The ASCs have less confidence (47.1%) and more don't knows (30.5% vs 26.1%).
- The RSCs have even less confidence (41.9%) and clearer disagreement (32.6% vs the areas' 22.4% and the groups' 21.5%), but the disagreement does not reach majority level.

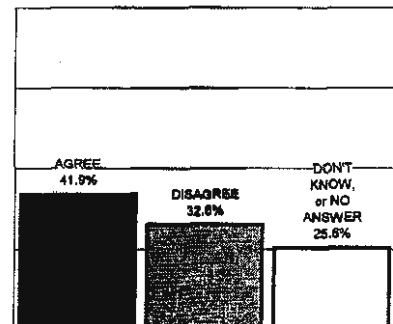
22. OUR GROUP FEELS THAT DECISIONS MADE BY WORLD SERVICES REFLECT THE OVERALL CONSCIENCE OF NA GROUPS.



19. OUR ASC FEELS THAT DECISIONS MADE BY WORLD SERVICES REFLECT THE OVERALL CONSCIENCE OF NA GROUPS



24. OUR RSC FEELS THAT DECISIONS MADE BY WORLD SERVICES REFLECT THE OVERALL CONSCIENCE OF NA GROUPS.



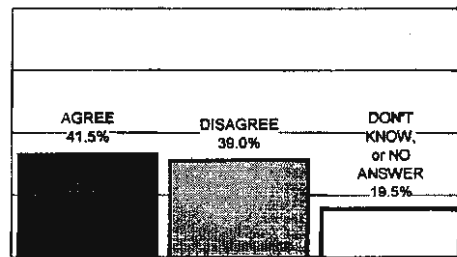
MISCELLANEOUS TOPICS

Most survey questions could be grouped with a half dozen or more similar questions around a common topic. There were six questions, however, that stood on their own. They addressed the following topics:

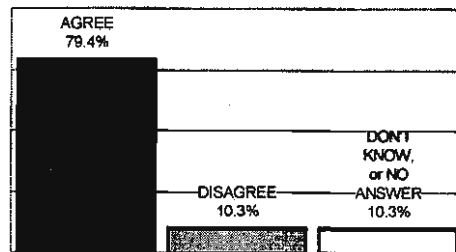
- Cultural diversity in world services
- Support for local outreach activities
- Preferred avenues of world service assistance
- Support for zonal forums
- Travel expenses for regional participants in world service
- How well do world services carry the NA message?

Since no contrasts or comparisons can be made between these questions and related responses, we have decided to simply present the response results:

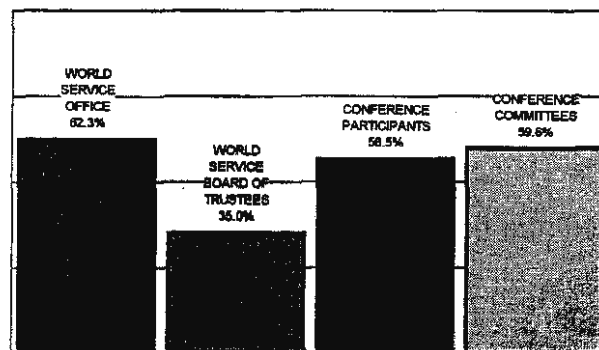
**18. OUR GROUP THINKS THAT WORLD SERVICES SHOULD
MAKE GREATER EFFORTS TO REFLECT THE CULTURAL
DIFFERENCES OF OUR FELLOWSHIP.**



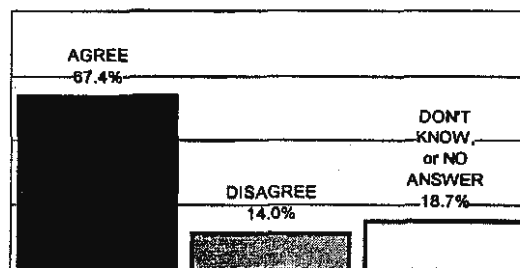
**6. WORLD SERVICES SHOULD PROVIDE OUR ASC WITH
STRONG SUPPORT FOR OUR EFFORTS TO REACH OUT TO
ISOLATED GROUPS IN OUR AREA.**



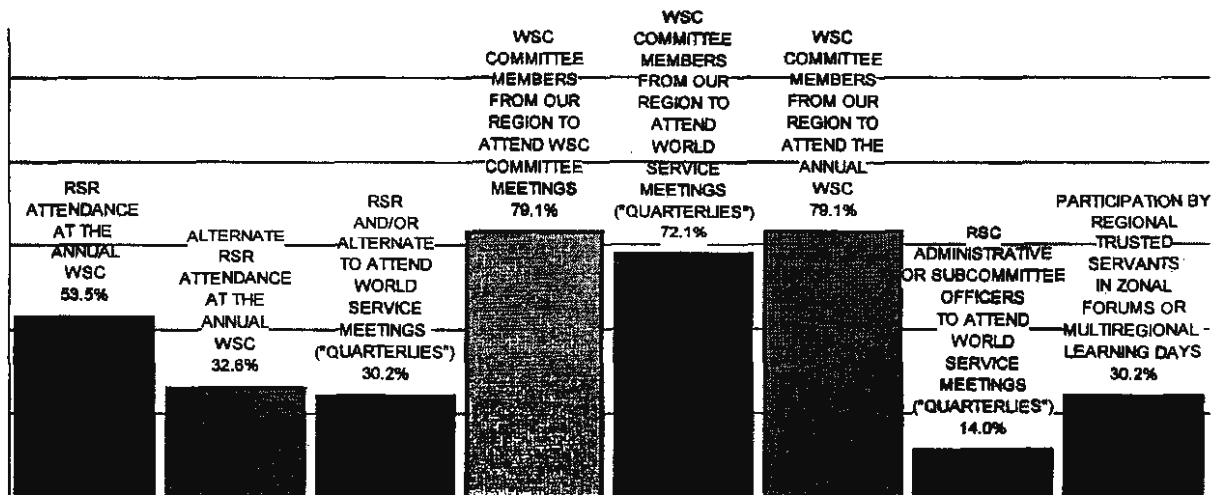
14. OUR ASC WANTS SERVICE COORDINATION HELP FROM
(CHECK ALL THAT APPLY):



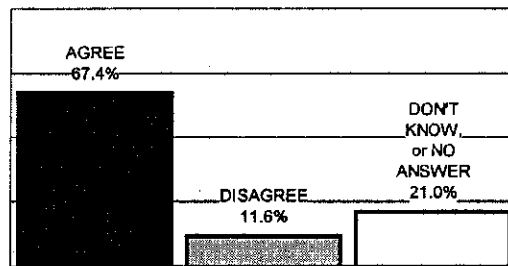
[RSC] 6. WORLD SERVICES SHOULD
ACTIVELY SUPPORT ZONAL FORUMS.



[RSC] 9. WORLD SERVICES SHOULD HELP PAY TRAVEL EXPENSES FOR (CHECK ALL THAT APPLY):



**[RSC] 19. WORLD SERVICES ADEQUATELY
CARRIES THE NA MESSAGE.**





World Service Conference

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Van Nuys, CA 91409 USA

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Fax (818) 785-0923

NA WORLD SERVICES INVENTORY GROUP QUESTIONNAIRE INSTRUCTIONS

Thank you for taking part in the world services inventory project by completing this questionnaire. The inventory is intended to provide means by which our fellowship as a whole can evaluate the various elements of its world service system. This questionnaire is an important part of the overall project. The results will help determine the direction of our fellowship's world services for years to come.

The following instructions have been developed to ensure that all questionnaire responses come back in a usable form:

1. Your group should complete only one questionnaire.
2. Use only the original questionnaire. *We will not accept photocopied questionnaires.* If your group did not receive a questionnaire in the mail, please write to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA and ask for a group survey. Include with your request all information necessary to register your group or update your group registration with our World Service Office.
3. Use your normal process for developing a group conscience on each question.
4. Answer all questions.
5. For numbered responses, circle your response.
6. Select only one response per question unless otherwise indicated in the questionnaire.
7. Please complete all the blanks requesting information on your group's location at the end of the questionnaire. We must have this information to confirm the validity of the survey.
8. If your group has any comments on any of the questions in this survey or wishes to offer more input than is called for in the questionnaire itself, please write on a separate sheet of paper mailed in a separate envelope to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA.

NA WORLD SERVICES INVENTORY GROUP QUESTIONNAIRE

**"The basic purposes of our world services are
communication, coordination, information, and guidance."
Temporary Working Guide to our Service Structure (1992), page 11**

For the purposes of this questionnaire, "world services" consists of the World Service Conference, including all its boards and committees, along with the World Service Office and its special workers.

1. Our group is aware of the functions of world services1.....2.....3
AGREE DISAGREE DON'T KNOW
2. World services provide our group with the services we need from them (check all that apply):
A. ☐ directly
B. ☐ through the service structure
C. ☐ don't provide the services we need
3. Our group receives useful information from world services (check all that apply):
A. ☐ directly
B. ☐ through the service structure
C. ☐ don't receive useful information
4. Our group has some important problems
that world services should know about1.....2.....3
AGREE DISAGREE DON'T KNOW
5. Our group wants help from world services1.....2.....3
AGREE DISAGREE DON'T KNOW
6. Our group trusts world services1.....2.....3
AGREE DISAGREE DON'T KNOW
7. World services may begin new projects without the fellowship's approval1.....2.....3
AGREE DISAGREE DON'T KNOW
8. World services need the fellowship's approval
before starting any new service projects1.....2.....3
AGREE DISAGREE DON'T KNOW
9. Our group passes money on to the NA service structure1.....2.....3
AGREE DISAGREE DON'T KNOW
10. Our group is satisfied with the way world services uses NA money1.....2.....3
AGREE DISAGREE DON'T KNOW

11. Our group is responsible to support world services by (check all that apply):

- A. ☐ sending contributions
- B. ☐ buying NA literature
- C. ☐ encouraging participation
- D. ☐ deciding on world services issues
- E. ☐ nothing—not responsible

12. Our group wants more detailed financial reports from world services 1 2 3
AGREE DISAGREE DON'T KNOW

13. Our group wants more influence on world service financial decisions 1 2 3
AGREE DISAGREE DON'T KNOW

14. Our group thinks that the following NA world service efforts are valuable:

- A. WSC Administrative Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- B. World Service Board of Trustees 1 2 3
AGREE DISAGREE DON'T KNOW
- C. World Service Office Board of Directors 1 2 3
AGREE DISAGREE DON'T KNOW
- D. WSC Hospitals and Institutions Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- E. WSC Public Information Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- F. WSC Literature Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- G. World Services Translation Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- H. WSC Policy Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- I. World Service Office 1 2 3
AGREE DISAGREE DON'T KNOW
- J. WSC Outreach Ad Hoc Committee 1 2 3
AGREE DISAGREE DON'T KNOW
- K. World Convention Corporation 1 2 3
AGREE DISAGREE DON'T KNOW
- L. Interim Committee 1 2 3
AGREE DISAGREE DON'T KNOW

15. When our group asks world services a question, either directly or through the service structure, we get an answer 1 2 3
YES NO NEVER ATTEMPTED

16. Our group is aware of the following published materials available from world services:

- A. *The NA Way Magazine* 1 2
YES NO
- B. *Conference Digest* 1 2
YES NO
- C. *WSO Newsline* 1 2
YES NO
- D. *Conference Report* 1 2
YES NO
- E. *PI News* 1 2
YES NO
- F. *NA Update* 1 2
YES NO
- G. *Meeting by Mail* 1 2
YES NO
- H. *Reaching Out* 1 2
YES NO

17. The language used in world service communications with our group is easy to understand 1 2 3
AGREE DISAGREE DON'T KNOW

18. Our group thinks that world services should make greater efforts to reflect the cultural differences of our fellowship1.....2.....3
AGREE DISAGREE DONT KNOW
19. World services should devote time and money to assist in the growth of new NA communities worldwide1.....2.....3
AGREE DISAGREE DONT KNOW
20. New NA communities worldwide have a greater need for direct world service support than established NA communities do1.....2.....3
AGREE DISAGREE DONT KNOW
21. World services is responsible to provide NA groups with communications, service guides, and literature in their own language1.....2.....3
AGREE DISAGREE DONT KNOW
22. Our group feels that decisions made by world services reflect the overall conscience of NA groups1.....2.....3
AGREE DISAGREE DONT KNOW
23. Our group is satisfied with world services1.....2.....3
AGREE DISAGREE DONT KNOW

LOCATION

Group's area: _____

Group's region: _____

Country: _____

Postal code or
ZIP, if applicable: _____Number of group members taking
part in this group conscience: _____

**GROUP QUESTIONNAIRE RESPONSE DATA TABLE
(1,953 RESPONSES)**

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
1	51	976	444	482	2.6	50.0	22.7	24.7

QUESTION NUMBER	RESPONSES (NUMERIC)			RESPONSES (PERCENTAGE)		
	YES	NO	ERROR	YES	NO	ERROR
2A	434	1499	20	22.2	76.8	1.0
2B	1690	245	18	86.5	12.5	0.9
2C	158	1775	20	8.1	90.9	1.0
3A	609	1328	16	31.2	68.0	0.8
3B	1570	369	14	80.4	18.9	0.7
3C	245	1691	17	12.5	86.6	0.9

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
4	33	280	1435	205	1.7	14.3	73.5	10.5
5	43	822	822	266	2.2	42.1	42.1	13.6
6	46	1258	196	453	2.4	64.4	10.0	23.2
7	33	219	1586	115	1.7	11.2	81.2	5.9
8	28	1623	194	108	1.4	83.1	9.9	5.5
9	19	1746	151	37	1.0	89.4	7.7	1.9
10	34	622	296	1001	1.7	31.8	15.2	51.3

QUESTION NUMBER	RESPONSES (NUMERIC)			RESPONSES (PERCENTAGE)		
	YES	NO	ERROR	YES	NO	ERROR
11A	1495	451	7	76.5	23.1	0.4
11B	1798	147	8	92.1	7.5	0.4
11C	1594	351	8	81.6	18.0	0.4
11D	1314	631	8	67.3	32.3	0.4
11E	78	1862	13	4.0	95.3	0.7

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
12	36	1280	453	184	1.8	65.5	23.2	9.4
13	32	1012	586	323	1.6	51.8	30.0	16.5
14A	32	969	60	892	1.6	49.6	3.1	45.7
14B	35	1039	88	791	1.8	53.2	4.5	40.5
14C	36	964	77	876	1.8	49.4	3.9	44.9
14D	32	1583	25	313	1.6	81.1	1.3	16.0
14E	28	1582	31	312	1.4	81.0	1.6	16.0
14F	25	1670	26	232	1.3	85.5	1.3	11.9
14G	31	1542	56	324	1.6	79.0	2.9	16.6
14H	43	1098	105	707	2.2	56.2	5.4	36.2

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
14I	34	1556	24	339	1.7	79.7	1.2	17.4
14J	33	1041	83	796	1.7	53.3	4.2	40.8
14K	36	1248	116	553	1.8	63.9	5.9	28.3
14L	43	564	110	1236	2.2	28.9	5.6	63.3

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	YES	NO	NEVER ATTEMPTED	NO ANSWER OR MULTIPLE ANSWERS	YES	NO	NEVER ATTEMPTED
15	36	901	120	896	1.8	46.1	6.1	45.9

QUESTION NUMBER	RESPONSES (NUMERIC)			RESPONSES (PERCENTAGE)		
	YES	NO	ERROR	YES	NO	ERROR
16A	1709	219	25	87.5	11.2	1.3
16B	817	1095	41	41.8	56.1	2.1
16C	1306	614	33	66.9	31.4	1.7
16D	1140	780	33	58.4	39.9	1.7
16E	629	1289	35	32.2	66.0	1.8
16F	707	1210	36	36.2	62.0	1.8
16G	608	1302	43	31.1	66.7	2.2
16H	866	1045	42	44.3	53.5	2.2

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
17	26	1018	605	304	1.3	52.1	31.0	15.6
18	37	810	762	344	1.9	41.5	39.0	17.6
19	25	1635	145	148	1.3	83.7	7.4	7.6
20	34	1233	443	243	1.7	63.1	22.7	12.4
21	22	1757	84	90	1.1	90.0	4.3	4.6
22	39	1023	420	471	2.0	52.4	21.5	24.1
23	40	1069	286	558	2.0	54.7	14.6	28.6



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NA WORLD SERVICES INVENTORY AREA SERVICE COMMITTEE QUESTIONNAIRE INSTRUCTIONS

Thank you for taking part in the world services inventory project by completing this questionnaire. The inventory is intended to provide means by which our fellowship as a whole can evaluate the various elements of its world service system. This questionnaire is an important part of the overall project. The results will help determine the direction of our fellowship's world services for years to come.

The following instructions have been developed to ensure that all questionnaire responses come back in a usable form:

1. Your ASC should complete only one questionnaire.
2. Use only the original questionnaire. *We will not accept photocopied questionnaires.* If your ASC did not receive a questionnaire in the mail, please write to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA and ask for an area survey. Include with your request all information necessary to register your ASC or update your ASC registration with our World Service Office.
3. Answer these questions within your ASC itself, using your normal process for developing your ASC's conscience on each question. Do not send this questionnaire back to the groups in your area; they are answering their own questionnaires on world services.
4. Answer all questions.
5. For numbered responses, circle your response.
6. Select only one response per question unless otherwise indicated in the questionnaire.
7. Please complete all the blanks requesting information on your ASC's location at the end of the questionnaire. We must have this information to confirm the validity of the survey.
8. If your ASC has any comments on any of the questions in this survey or wishes to offer more input than is called for in the questionnaire itself, please write on a separate sheet of paper mailed in a separate envelope to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA.

NA WORLD SERVICES INVENTORY AREA SERVICE COMMITTEE QUESTIONNAIRE

**"The basic purposes of our world services are
communication, coordination, information, and guidance."
Temporary Working Guide to our Service Structure (1992), page 11**

For the purposes of this questionnaire, "world services" consists of the World Service Conference, including all its boards and committees, along with the World Service Office and its special workers.

1. Our ASC is aware of the functions of world services1.....2.....3
AGREE DISAGREE DON'T KNOW
2. Our ASC would like more support from world services1.....2.....3
AGREE DISAGREE DON'T KNOW
3. Our ASC plays an active part in determining what world services does1.....2.....3
AGREE DISAGREE DON'T KNOW
4. World services should anticipate the fellowship's needs for new services1.....2.....3
AGREE DISAGREE DON'T KNOW
5. World services can begin new projects only with the fellowship's approval1.....2.....3
AGREE DISAGREE DON'T KNOW
6. World services should provide our ASC with strong support
for our efforts to reach out to isolated groups in our area1.....2.....3
AGREE DISAGREE DON'T KNOW
7. When our ASC calls the World Service Office, we get a helpful answer1.....2.....3
AGREE DISAGREE DON'T KNOW
8. Our ASC passes money on to the NA service structure1.....2.....3
AGREE DISAGREE DON'T KNOW
9. Our ASC is satisfied with the way world services uses NA money1.....2.....3
AGREE DISAGREE DON'T KNOW
10. Our ASC is responsible to support world services by (check all that apply):
 - A. ☐ sending contributions
 - B. ☐ buying literature
 - C. ☐ encouraging participation in world service projects
 - D. ☐ deciding on world services issues
 - E. ☐ nothing—not responsible
11. Rank the importance of the following three responsibilities of NA world services
(1 for most important, 2 for next most important, 3 for least important):
 - A. ☐ issue discussions
 - B. ☐ product development (including literature)
 - C. ☐ service coordination

12. Our ASC would like world services to help new NA groups and new NA communities by (check all that apply):
- A. ☐ trusted servant visits
 - B. ☐ subsidized literature sales
 - C. ☐ funded travel
 - D. ☐ written service communications in the appropriate language(s)
 - E. ☐ service coordination
 - F. ☐ translation of written communications and literature
13. World services provides our ASC with the information we need from (check all that apply):
- A. ☐ literature
 - B. ☐ guidelines and service manuals
 - C. ☐ publications
 - D. ☐ financial reports
14. Our ASC wants service coordination help from (check all that apply):
- A. ☐ World Service Office
 - B. ☐ World Service Board of Trustees
 - C. ☐ conference participants
 - D. ☐ conference committees
15. Products, including NA literature, available from world services are (check all that apply):
- A. ☐ reasonably priced
 - B. ☐ in stock
 - C. ☐ delivered in a timely manner
16. The range of products available from world services (literature, keytags, chips, medallions, posters, tapes, service manuals) meets our area's needs well
- | | | |
|-------|----------|-----------|
| 1 | 2 | 3 |
| AGREE | DISAGREE | DONT KNOW |
17. Our ASC thinks that the following NA world service efforts are valuable:
- | | | | |
|---|-------|----------|-----------|
| A. WSC Administrative Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| B. World Service Board of Trustees | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| C. World Service Office Board of Directors | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| D. WSC Hospitals and Institutions Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| E. WSC Public Information Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| F. WSC Literature Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| G. World Services Translation Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| H. WSC Policy Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| I. World Service Office | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| J. WSC Outreach Ad Hoc Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| K. World Convention Corporation | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |
| L. Interim Committee | 1 | 2 | 3 |
| | AGREE | DISAGREE | DONT KNOW |

18. World services is responsible to provide NA groups with communications, service guides, and literature in their own language1.....2.....3
AGREE DISAGREE DON'T KNOW
19. Our ASC feels that decisions made by world services reflect the overall conscience of NA groups.....1.....2.....3
AGREE DISAGREE DON'T KNOW
20. Our area has confidence in world-level trusted servants1.....2.....3
AGREE DISAGREE DON'T KNOW

LOCATION

Our ASC is a member of the _____ region.

ASC's country: _____ Postal code or
ZIP, if applicable: _____

**ASC QUESTIONNAIRE RESPONSE DATA TABLE
(223 RESPONSES)**

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
1	6	141	43	33	2.7	63.2	19.3	14.8
2	6	117	37	63	2.7	52.5	16.6	28.3
3	6	82	79	56	2.7	36.8	35.4	25.1
4	7	97	101	18	3.1	43.5	45.3	8.1
5	5	197	15	6	2.2	88.3	6.7	2.7
6	6	177	23	17	2.7	79.4	10.3	7.6
7	6	99	14	104	2.7	44.4	6.3	46.6
8	8	193	15	7	3.6	86.5	6.7	3.1
9	5	39	60	119	2.2	17.5	26.9	53.4

QUESTION NUMBER	RESPONSES (NUMERIC)		RESPONSES (PERCENTAGE)	
	YES	NO	YES	NO
10A	192	31	86.1	13.9
10B	206	17	92.4	7.6
10C	177	46	79.4	20.6
10D	189	34	84.8	15.2
10E	9	214	4.0	96.0

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	MOST IMPORTANT	NEXT MOST IMPORTANT	LEAST IMPORTANT	NO ANSWER OR MULTIPLE ANSWERS	MOST IMPORTANT	NEXT MOST IMPORTANT	LEAST IMPORTANT
11A	6	13	48	156	2.7	5.8	21.5	70.0
11B	6	116	67	34	2.7	52.0	30.0	15.2
11C	5	94	100	24	2.2	42.2	44.8	10.8

QUESTION NUMBER	RESPONSES (NUMERIC)		RESPONSES (PERCENTAGE)	
	YES	NO	YES	NO
12A	118	105	52.9	47.1
12B	172	51	77.1	22.9
12C	70	153	31.4	68.6
12D	198	25	88.8	11.2
12E	175	48	78.5	21.5
12F	195	28	87.4	12.6
13A	197	26	88.3	11.7
13B	207	16	92.8	7.2
13C	186	37	83.4	16.6
13D	148	75	66.4	33.6
14A	139	84	62.3	37.7
14B	78	145	35.0	65.0
14C	126	97	56.5	43.5
14D	133	90	59.6	40.4
15A	188	35	84.3	15.7
15B	185	38	83.0	17.0
15C	170	53	76.2	23.8

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
16	10	197	8	8	4.5	88.3	3.6	3.6
17A	5	86	6	126	2.2	38.6	2.7	56.5
17B	4	103	17	99	1.8	46.2	7.6	44.4
17C	5	80	12	126	2.2	35.9	5.4	56.5
17D	4	183	1	35	1.8	82.1	0.4	15.7
17E	4	185	4	30	1.8	83.0	1.8	13.5
17F	5	195	3	20	2.2	87.4	1.3	9.0
17G	5	190	9	19	2.2	85.2	4.0	8.5
17H	7	107	16	93	3.1	48.0	7.2	41.7
17I	4	194	4	21	1.8	87.0	1.8	9.4
17J	6	101	8	108	2.7	45.3	3.6	48.4
17K	5	130	9	79	2.2	58.3	4.0	35.4
17L	6	55	12	150	2.7	24.7	5.4	67.3
18	4	206	7	6	1.8	92.4	3.1	2.7
19	6	105	50	62	2.7	47.1	22.4	27.8
20	6	122	33	62	2.7	54.7	14.8	27.8



World Service Conference

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NA WORLD SERVICES INVENTORY REGIONAL SERVICE COMMITTEE QUESTIONNAIRE INSTRUCTIONS

Thank you for taking part in the world services inventory project by completing this questionnaire. The inventory is intended to provide means by which our fellowship as a whole can evaluate the various elements of its world service system. This questionnaire is an important part of the overall project. The results will help determine the direction of our fellowship's world services for years to come.

The following instructions have been developed to ensure that all questionnaire responses come back in a usable form:

1. Your RSC should complete only one questionnaire.
2. Use only the original questionnaire. *We will not accept photocopied questionnaires.* If your RSC did not receive a questionnaire in the mail, please write to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA and ask for a regional survey. Include with your request all information necessary to register your RSC or update your RSC registration with our World Service Office.
3. Answer these questions within your RSC itself, using your normal process for developing your RSC's conscience on each question. Do not send this questionnaire back to the ASCs or the groups in your region; they are answering their own questionnaires on world services.
4. Answer all questions.
5. For numbered responses, circle your response.
6. Select only one response per question unless otherwise indicated in the questionnaire.
7. Please complete all the blanks requesting information on your RSC's location at the end of the questionnaire. We must have this information to confirm the validity of the survey.
8. If your RSC has any comments on any of the questions in this survey or wishes to offer more input than is called for in the questionnaire itself, please write on a separate sheet of paper mailed in a separate envelope to World Services Inventory, Box 9999, Van Nuys, CA 91409 USA.

NA WORLD SERVICES INVENTORY REGIONAL SERVICE COMMITTEE QUESTIONNAIRE

**"The basic purposes of our world services are
communication, coordination, information, and guidance."**

Temporary Working Guide to our Service Structure (1992), page 11

For the purposes of this questionnaire, "world services" consists of the World Service Conference, including all its boards and committees, along with the World Service Office and its special workers.

1. Our RSC is aware of the functions of world services1.....2.....3
AGREE DISAGREE DON'T KNOW
2. Our RSC plays an active part in determining what world services does1.....2.....3
AGREE DISAGREE DON'T KNOW
3. Our RSC has an active role in world services1.....2.....3
AGREE DISAGREE DON'T KNOW
4. Our RSC would like more support from
world services than we receive now1.....2.....3
AGREE DISAGREE DON'T KNOW
5. World services provides our RSC with the services we need from them1.....2.....3
AGREE DISAGREE DON'T KNOW
6. World services should actively support zonal forums1.....2.....3
AGREE DISAGREE DON'T KNOW

*[According to a resolution appearing in the TWGSS on page 30, "zonal forums [are]
service-oriented sharing sessions that provide the means by which
NA communities can communicate, cooperate, and grow with one another"].*

7. Our RSC would like world services to help new NA groups
and new NA communities by (check all that apply):
 - A. ☐ trusted servant visits
 - B. ☐ subsidized literature sales
 - C. ☐ funded travel
 - D. ☐ written service communications in the appropriate language(s)
 - E. ☐ service coordination
 - F. ☐ translation of written communications and literature
8. Our RSC is responsible to support world services by (check all that apply):
 - A. ☐ sending contributions
 - B. ☐ buying NA literature
 - C. ☐ encouraging local members to participate in world service work
 - D. ☐ deciding on world services issues
 - E. ☐ nothing—not responsible

9. World services should help pay travel expenses for (check all that apply):
- A. ☐ RSR attendance at the annual World Service Conference
 - B. ☐ Alternate RSR attendance at the annual World Service Conference
 - C. ☐ RSR and/or alternate to attend world service meetings ("quarterlies")
 - D. ☐ WSC committee members from our region to attend WSC committee meetings
 - E. ☐ WSC committee members from our region to attend world service meetings ("quarterlies")
 - F. ☐ WSC committee members from our region to attend the annual World Service Conference
 - G. ☐ RSC administrative or subcommittee officers to attend world service meetings ("quarterlies")
 - H. ☐ participation by regional trusted servants in zonal forums or multiregional learning days
10. Our region is satisfied with the way world services uses NA money1.....2.....3
AGREE DISAGREE DONT KNOW
11. The cost of participating in world services by representatives from developing NA communities should be subsidized by world services1.....2.....3
AGREE DISAGREE DONT KNOW
12. World service communications with our region are timely1.....2.....3
AGREE DISAGREE DONT KNOW
13. It is easy to understand the information our RSC receives from world services1.....2.....3
AGREE DISAGREE DONT KNOW
14. Rank the importance of the following three responsibilities of NA world services (1 for most important, 2 for next most important, 3 for least important):
- A. ☐ issue discussions
 - B. ☐ product development and distribution (including literature)
 - C. ☐ service coordination
15. Our RSR, as a member of world services, provides adequate information about world services1.....2.....3
AGREE DISAGREE DONT KNOW
16. World services provides enough guidance to our RSC.....1.....2.....3
AGREE DISAGREE DONT KNOW
17. World services delivers products efficiently to our region1.....2.....3
AGREE DISAGREE DONT KNOW
18. Our RSC thinks that the following NA world service efforts are valuable:
- A. WSC Administrative Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - B. World Service Board of Trustees.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - C. World Service Office Board of Directors.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - D. WSC Hospitals and Institutions Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - E. WSC Public Information Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - F. WSC Literature Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - G. World Services Translation Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
 - H. WSC Policy Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW

- I. World Service Office.....1.....2.....3
AGREE DISAGREE DONT KNOW
- J. WSC Outreach Ad Hoc Committee1.....2.....3
AGREE DISAGREE DONT KNOW
- K. World Convention Corporation.....1.....2.....3
AGREE DISAGREE DONT KNOW
- L. Interim Committee.....1.....2.....3
AGREE DISAGREE DONT KNOW
19. World services adequately carries the NA message.....1.....2.....3
AGREE DISAGREE DONT KNOW
20. World services should anticipate the fellowship's needs for new services1.....2.....3
AGREE DISAGREE DONT KNOW
21. The fellowship should provide the initiative for world service projects1.....2.....3
AGREE DISAGREE DONT KNOW
22. World services can begin new projects only with the fellowship's approval.....1.....2.....3
AGREE DISAGREE DONT KNOW
23. World services is responsible to provide NA groups with
communications, service guides, and literature in their own language1.....2.....3
AGREE DISAGREE DONT KNOW
24. Our RSC feels that decisions made by world
services reflect the overall conscience of NA groups.....1.....2.....3
AGREE DISAGREE DONT KNOW
25. Our RSC trusts world services1.....2.....3
AGREE DISAGREE DONT KNOW
26. Our RSC is satisfied with the support we receive from world services1.....2.....3
AGREE DISAGREE DONT KNOW

LOCATION

RSC's country: _____ Postal code or
ZIP, if applicable: _____

**RSC QUESTIONNAIRE RESPONSE DATA TABLE
(43 RESPONSES)**

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
1	2	39	2	0	4.7	90.7	4.7	0.0
2	2	28	9	4	4.7	65.1	20.9	9.3
3	2	35	5	1	4.7	81.4	11.6	2.3
4	2	19	12	10	4.7	44.2	27.9	23.3
5	2	21	11	9	4.7	48.8	25.8	20.9
6	2	29	6	6	4.7	67.4	14.0	14.0

QUESTION NUMBER	RESPONSES (NUMERIC)		RESPONSES (PERCENTAGE)	
	YES	NO	YES	NO
7A	27	16	62.8	37.2
7B	34	9	79.1	20.9
7C	22	21	51.2	48.8
7D	42	1	97.7	2.3
7E	33	10	76.7	23.3
7F	43	0	100.0	0.0
8A	43	0	100.0	0.0
8B	40	3	93.0	7.0
8C	41	2	95.3	4.7
8D	42	1	97.7	2.3
8E	2	41	4.7	95.3
9A	23	20	53.5	46.5
9B	14	29	32.6	67.4
9C	13	30	30.2	69.8
9D	34	9	79.1	20.9
9E	31	12	72.1	27.9
9F	34	9	79.1	20.9
9G	6	37	14.0	86.0
9H	13	30	30.2	69.8

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
10	2	7	20	14	4.7	16.3	48.5	32.6
11	2	32	5	4	4.7	74.4	11.6	9.3
12	2	18	16	7	4.7	41.9	37.2	16.3
13	2	15	26	0	4.7	34.9	80.5	0.0

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	MOST IMPORTANT	NEXT MOST IMPORTANT	LEAST IMPORTANT	NO ANSWER OR MULTIPLE ANSWERS	MOST IMPORTANT	NEXT MOST IMPORTANT	LEAST IMPORTANT
14A	4	10	11	18	9.3	23.3	25.6	41.9
14B	4	24	14	1	9.3	55.8	32.6	2.3
14C	4	15	12	12	9.3	34.9	27.9	27.9

QUESTION NUMBER	RESPONSES (NUMERIC)				RESPONSES (PERCENTAGE)			
	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW	NO ANSWER OR MULTIPLE ANSWERS	AGREE	DISAGREE	DON'T KNOW
15	2	36	3	2	4.7	83.7	7.0	4.7
16	2	21	7	13	4.7	48.8	16.3	30.2
17	2	24	9	8	4.7	55.8	20.9	18.6
18A	2	24	2	15	4.7	55.8	4.7	34.9
18B	2	26	6	9	4.7	60.5	14.0	20.9
18C	2	22	2	17	4.7	51.2	4.7	39.5
18D	3	39	0	1	7.9	90.7	0.0	2.3
18E	2	39	1	1	4.7	90.7	2.3	2.3
18F	2	39	0	2	4.7	90.7	0.0	4.7
18G	2	37	1	3	4.7	86.0	2.3	7.0
18H	2	25	2	14	4.7	58.1	4.7	32.6
18I	2	38	0	3	4.7	88.4	0.0	7.0
18J	2	28	2	11	4.7	65.1	4.7	25.6
18K	2	30	2	9	4.7	69.8	4.7	20.9
18L	2	12	4	25	4.7	27.9	9.3	58.1
19	2	29	5	7	4.7	67.4	11.6	16.3
20	2	14	25	2	4.7	32.6	58.1	4.7
21	2	38	2	1	4.7	88.4	4.7	2.3
22	2	36	4	1	4.7	83.7	9.3	2.3
23	2	39	2	0	4.7	90.7	4.7	0.0
24	3	18	14	8	7.0	41.9	32.6	18.6
25	2	25	11	5	4.7	58.1	25.6	11.6
26	2	21	10	10	4.7	48.8	23.3	23.3

Chapter Two: World Service Conference Self-Assessment

CHAPTER TWO: WORLD SERVICE CONFERENCE SELF-ASSESSMENT

Introduction	59
Decision making	
Agenda management, meeting facilitation	60
Personalities, private agenda	60
Standard parliamentary procedure	61
Strict rules for <i>CAR</i> motions	62
<i>CAR</i> format	62
Orientation	63
WSC purpose	64
Leadership	65
Elections	66
Long-range planning	67
Duplication of services; undefined areas of responsibility	68
Funding committee members	69
Zonal forums	70
Funding regional participants	71
Worldwide participation	72
Availability of special workers	73
WSC'94 inventory activity calendar	74
Panel presentation topics	75
Small-group questions	76
Small-group facilitator instructions	78
Small-group recorder instructions	80

INTRODUCTION

The self-assessment taken by World Service Conference participants was completed in four stages:

1. Sixteen short talks given to the entire conference body (copies of these talks are available from the WSO upon request)
2. Seventeen small discussion groups
3. Meetings of small-group representatives
4. Spokesperson reports on the small-group discussions, followed by a full-conference discussion of the reports (see Appendix Four at the end of this report for the spokespersons' presentations)

For complete details on the WSC self-assessment process, see the materials at the end of this chapter.

The short talks, group discussions, and representative reports all centered around four topic areas: WSC history and purpose; the WSC's relationship to the fellowship as a whole; the WSC's relationship to world committees, boards, and office; and the WSC annual meeting and its procedures. Reports from the four spokespersons for the small-group representatives showed that, when the World Service Conference broke up into small groups, those groups focused on many of the same subjects and arrived at similar conclusions.

The topics covered in this chapter (see the table of contents on the opposite page) are presented in no particular order. Problem areas are presented in bold, followed by short descriptions and bulleted solutions to those problems. Each problem presented was identified by at least two of the eight small discussion groups addressing each topic (that is, by 25% or more of those addressing a given topic).

The solutions listed are, for the most part, those proposed by individual participants in the group discussions when those problems were raised. In most groups, the participants focused on discussion and the generation of ideas, not voting on which solutions they would endorse. Please note, however, that two groups did develop consensus on the problems they identified.

Some problems are presented in more than one location in this report if there are solutions proposed that fit under different subject headings. We have organized the account of the WSC inventory around these subjects, as these were the issues that inventory participants themselves clearly felt were important.

Note that, unlike the board and committee inventories, the WSC self-assessment as a whole did not identify the strengths in the conference's operations. The WSC'94 materials prepared by the Composite Group, and the program prepared after the conference to process the WSC inventory results, were designed only to uncover the problems and highlight the solutions brought forth in the small groups. The conference did not engage in a second inventory cycle to evaluate its self-assessment, unlike the boards and committees; it was during that second cycle that the boards and committees isolated their strengths.

DECISION MAKING

AGENDA MANAGEMENT, MEETING FACILITATION

The WSC agenda lacks organization

Motions are not prioritized. Unnecessary motions are presented. Both leave little time for discussion.

- No solution offered.

Length of WSC sessions

Inhuman working conditions, with nine- to twelve-hour work days and no breaks, create stress and animosity. *Solutions offered:*

- Long-term planning.
- Establish priorities.

Lack of strong leadership--specifically, meeting facilitation skills

The conference body needs direction. Fear prevents trusted servants from acting as leaders. Personality conflicts impair the exercise of leadership and further complicate the conference process. *Solutions offered:*

- Use long-time WSC participants as assets.
- Hold leaders and participants accountable for the way they participate.
- Apply Twelve Concepts.

Lack of time at WSC for informal discussions.

There is too little time set aside at World Service Conference meetings for informal, non-business-debate, small group, issue-oriented sharing sessions. *Solutions offered:*

- Set aside specific time for informal discussion at WSC.

PERSONALITIES, PRIVATE AGENDA

Ego. Personalities. Best pitch. Lobbying.

Turf wars and personal agenda interfere with conference interactions and our conduct of business. Parliamentary procedure is used inappropriately by some of those especially well-versed in it, and cannot be used by those who are not experts, impeding equal participation in the process. "Mic hogs" dominate the debate and impair the process. *Solutions offered:*

- Practice Twelve Traditions and Twelve Concepts.
- Act globally.
- Become more issue-oriented.
- Committee system may not be effective.
- Support each other.
- Practice honesty.

Personal, regional, and committee agenda, both stated and unstated.

Struggle and competition, rather than cooperation and mutual support, characterize conference proceedings. 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 WSC floor, demanding that everything be done "just this way" according to various participants' specific visions of how things should be done. Some participants even withhold relevant information in the process of debate lest that information divert the body from the decision they favor. *Solutions offered:*

- Apply Twelve Concepts, especially Two and Three.
- Move away from regional agenda.
- Establish single board.
- Discuss issues.
- Establish priorities and clear definitions.

STANDARD PARLIAMENTARY PROCEDURE**Parliamentary procedures, rules of order.**

The conference process is such that everything must be either right or wrong—no neutrals can emerge from it. The process lends itself to micromanagement from the conference floor. "Mic hogs" and Robert's Rules aficionados dominate the process and force the agenda. *Solutions offered:*

- Create issue-CAR during conference.
- Limit times a person can go to the mic.
- Establish clear purpose for WSC.
- Delegate responsibility and grant authority.

WSC business sessions difficult to comprehend.

WSC gets caught up in parliamentary procedure. WSC business sessions are difficult for both English- and non-English-speaking participants to follow.

- No solution offered.

Business sessions, politics, "motion madness."

Politics divert the conference from handling motions in a calm, considered manner. The agenda is dominated by North American issues. "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. Too much time is spent on procedural debates. *Solutions offered:*

- Focus on issues, not parliamentary procedures, motions, and business.
- More small groups, panels.
- More quarterlies.
- Discussion of principles.
- Experienced trusted servants.

Decision making at WSC is based on majority rules, rather than consensus

Decision making at WSC is often limited to three pro's and three con's, rather than open discussion. In addition, numbers play an important role in the passage or failure of motions. For what is perceived to be an important decision, the question is asked, "How many does it take to pass?" WSC debates and votes rather than discussing and building consensus. The conference process of "majority rules" is not spiritual by its very essence. Voting should be unnecessary. *Solutions offered:*

- Change the CAR format to issues rather than motions.
- Change the job description of the RSR to promote a shift toward consensus building.
- Build consensus, possibly from base of issue-discussion format.
- Representatives work toward common solution.
- Participants should learn to listen better.

STRICT RULES FOR CAR MOTIONS**The WSC agenda lacks organization.**

Motions are not prioritized. Unnecessary motions are presented. Both leave little time for discussion. *Solutions offered:*

- Have all motions non-amendable.
- Have all new motions presented out for one year of discussion.
- Eliminate the new business session at the WSC annual meeting, and vote only on those motions presented in the CAR after one year of fellowship discussion.

Time constraints of the conference year; motions.

The voting process is a competitive, not reflective, process. The shortness of the conference year is detrimental to the process of considering proposals carefully. Motion makers influence the process with their personalities and their skills as salespeople. Decisions are needed too quickly—the timeline is too short. *Solutions offered:*

- Respect recommendations of leaders.
- Small-group discussions before business.
- No voting.
- Zonal discussions.

CAR FORMAT**The current CAR format promotes disunity**

The motion-oriented CAR format fosters a sense of belonging for some individuals, but for others it creates disunity. *Solutions offered:*

- Create an issue-oriented CAR, which would result in increased participation, and turn the WSC into an information-gathering and issue-resolution forum.

- Create a two-part *CAR*, one for discussion items, the other for non-amendable motions.

English-language *CAR* can't be used in many places

The *CAR* is not translated. Communities that are not English-speaking are unable to participate in discussion of motions listed and issues raised in the *CAR*. *Solution offered:*

- Translate the *CAR* into the other languages most widely used by NA communities.

***CAR* arrives too late to be used**

The *CAR* arrives at many worldwide destinations too late for NA communities to fully discuss its contents and instruct their conference representative. *Solution offered:*

- Find and use appropriate shipping/transmission methods to ensure timely delivery of the *CAR* to all NA communities and all conference participants worldwide.

ORIENTATION

Lack of education and orientation of conference participants by conference participants (particularly RSRs).

Newer participants don't understand the conference agenda format or how the WSC's parts (that is, the committees and boards) are integrated into the whole WSC. The election process and Robert's Rules require explanation. *Solutions offered:*

- Orientation session at beginning of WSC.
- Panel presentations.
- Education about issues.

The orientation for conference participants is inadequate.

The current WSC orientation lacks depth. This promotes mistrust, fear, and insecurity among participants, particularly those unfamiliar with the conference process. *Solutions offered:*

- Create a friendly orientation, with a focus on social interaction.
- Hold a recovery meeting.

Inequality between voting participants due to lack of knowledge.

Lack of an adequate orientation to the WSC results in some participants being more informed than others. A language barrier causes some participants to be less informed than others. Lack of translated world service communications perpetuates this inequality. *Solutions offered:*

- Hold an in-depth orientation session.
- Translate selected summaries of world service communications throughout the year.

WSC PURPOSE

The WSC has no clearly stated, single purpose.

TWGSS has two purposes stated for WSC which do not complement one another. These two purposes often are the cause of bureaucracy in our world service structure.

Solutions offered:

- Create a single purpose for the WSC which will meet the needs of the entire fellowship.

The WSC has no clearly stated objectives.

The WSC has no objectives, causing our annual meeting to be very bureaucratic. Committee projects are not created to fulfill objectives, but are often viewed as self-perpetuating. *Solutions offered:*

- No solution offered.

LEADERSHIP

Inconsistent and ineffective leadership by world-level trusted servants.

Leaders compete for tasks and projects to perpetuate their jobs. Leadership has poor long-term planning skills. World service leadership does not reflect NA as a whole.

Solutions offered:

- No solution offered.

Lack of strong leadership skills--specifically, meeting facilitation skills.

The conference body needs direction, and isn't getting it. Fear prevents trusted servants from acting as leaders. Personality conflicts impair the exercise of leadership and further complicate the conference process. *Solutions offered:*

- Use long-time WSC participants as assets.
- Accountability.
- Apply Twelve Concepts.

Lack of diversity in NA leadership.

The conference needs to increase cultural diversity among its leaders without compromising on office requirements and experience. Lack of personal funds to serve in a leadership position shouldn't be reason not to select someone. *Solutions offered:*

- Rotate quarterlies outside USA.
- Nominations committee.

ELECTIONS

General lack of trust in world services.

Inability to ask questions during the election procedures creates a lack of trust in trusted servants.

- No solution offered.

Political correctness being used to determine nominations to committees, boards.

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." *Solutions offered:*

- Lives of committees are less important than their projects.
- Discuss creation of a nominating body.

Election of qualified leadership.

WSC elections are too much a popularity contest. The standard service resume is too short to use in making informed election decisions. Many participants have many trust issues with nominees and leaders. There is perceived favoritism in the introduction of those nominees in attendance at the WSC while those not attending don't have anyone to give them a plug. Starmaking (WSB, etc.) *Solutions offered:*

- Create a nominations committee.

LONG-RANGE PLANNING

Lack of long-term planning for the WSC.

There is no long-term focus either for the WSC or for NA as a whole. We live from year to year. Leadership does not encourage long-range planning. *Solutions offered:*

- Set long-range goals and objectives.
- Hold the WSC every two years, to help us make long-range plans.

No 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. Increasing number of motions in CAR and more at WSC creates pressure to limit discussion. *Solutions offered:*

- Long-range (three to five years) planning, include financial planning.
- Reduce number of motions added at WSC (earlier cut-off) and increase discussion (small groups).

Length of WSC sessions.

Inhuman working conditions, such as nine- to twelve-hour work days and no breaks, create stress and animosity. *Solutions offered:*

- Long-term planning.
- Establish priorities.

DUPLICATION OF SERVICES; UNDEFINED AREAS OF RESPONSIBILITY

The current structure of the WSC promotes duplication of services and projects.

WSC seems to be task- and project-oriented, and our structure promotes duplication of these services within committees and boards. As a result, competition often exists between these bodies.

- No solution offered.

Duplication of services. Undefined boundaries. Lack of direction.

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. *Solutions offered:*

- Utilize those associated for a time with the WSC as personnel assets.
- Long-term planning.
- Include *all* leaders in planning process.
- Create a three- to five-year priority list.
- Single board.
- Identify single purpose for all WSC participants.
- Delegation.

Lack of trust between committees and boards

Lack of firm boundaries of responsibility between boards, committees. Committees have tunnel vision. Lack of mutual respect between WSC and WSB. *Solutions offered:*

- Practice Step Twelve.
- Application of concepts of authority, delegation; develop clear definitions thereof.

Lack of communication within and between standing committees.

Lack of strong leadership. Bureaucracy is self-perpetuating. Struggle and competition. *Solutions offered:*

- Application of Twelve Concepts.
- Single board would reduce duplication.
- Establish priorities.

FUNDING COMMITTEE MEMBERS

Lack of full funding for conference committee members.

Lack of full funding for all conference committee members creates an inequality between committees. In addition, it prevents many regions from participating.

Solutions offered:

- Fund all committee members of all committees.

ZONAL FORUMS

Lack of communication between zones. No time set aside at WSC for zonal communication.

There is no organized form of communication for zones. *Solutions offered:*

- Create a forum for zonal communication.
- Make time at WSC for zonal communication.

Lack of clarity regarding purpose of zonal forums.

Each zone operates independently regarding purpose and function. *Solutions offered:*

- Empower zonal forums.
- Have the WSC define and give purpose to zonal forums.

Lack of financial and human resources dedicated to zonal forums.

The WSC does not set aside finances for zonal forums. The WSC does not provide any means for world trusted servants to participate in zonal forums. *Solutions offered:*

- Make conference funds available for zonal forums.
- Create a cost-equalization plan for participation at zonal forums.

FUNDING REGIONAL PARTICIPANTS

Lack of funding equity and breaks of anonymity.

Non-USA participants singled out for WSC travel funding. Regional reputations are developed and affect how RSRs and regional reports and motions are perceived. Different kinds of badges, different kinds of participants, different kinds of treatment, different degrees of prestige. Voting blocs of regions, world-level trusted servants. Funding differences is a breach of principle of anonymity. *Solutions offered:*

- Fund all regional representatives and committee members, or none.
- Further investigate cost equalization, unified budget.

WORLDWIDE PARTICIPATION

There is a decision-making imbalance at WSC due to a disproportionate number of USA RSRs in the voting body.

USA voting participants outnumber voting participants from outside the USA, creating an inequality in the decision-making process. As a result, a power and control imbalance exists, promoting a colonial attitude. *Solutions offered:*

- Encourage the USA regions to consider consolidating.
- Encourage the WSC to move toward zonal representation.

WSC business methods exclude non-English-speaking participants.

Business sessions move too quickly. Not all concepts at issue are easy to translate. The style of the CAR is difficult to understand. The CAR is too big.

- No solution offered.

Representation at WSC exceeds participation.

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

- No solution offered.

Business sessions, politics, "motion madness."

Politics divert the conference from handling motions in a calm, considered manner. The agenda is dominated by North American issues. "Motion madness" is compounded by a "taking care of business" mindset; the format of the *Conference Agenda Report* reinforces this. Too much time is spent on procedural debates. *Solutions offered:*

- Issues.
- More small groups, panels.
- More quarterlies.
- Discussion of principles.
- Experienced trusted servants.

AVAILABILITY OF SPECIAL WORKERS

Lack of human resources at WSO.

Limited resources. Unequal allocation of staff support and money to different committees and boards. *Solutions offered:*

- Careful planning, including *all* conference leaders in process.
- Allow and encourage special workers to speak up.

WSC'94 INVENTORY ACTIVITY CALENDAR

Tuesday 3 May: panel presentations

Four members for each panel. The panel members will be given approximately ten minutes each to present their topic. The main topics are:

- a. WSC history & purpose
- b. WSC relationship to fellowship
- c. WSC relationship to committees/boards/WSO
- d. WSC annual meeting and procedures

Each panel is 40 minutes long, followed by a one-hour Q&A session followed by a 15 minute break. During each break material regarding previous session is handed out. Two panels in morning and early afternoon, followed by lunch then final panels ending in early evening.

Wednesday 4 May: small groups

- a. Twelve to twenty four small groups composed of conference participants, committee members, and WSO coordinators and managers (12-25 participants each)
- b. Small groups will have two sessions, one in the morning and one in the afternoon. They will be asked to discuss different topics during each session.
- c. The small groups will need to assign/select a member to record (keep notes of) the proceedings.
- d. Each small group session will have a facilitator (not moderator) who will be requested to facilitate both sessions.
- e. Each group will have to choose a representative at the beginning of each session to present the substance of his/her group's discussions regarding a particular topic.

Wednesday 4 May/Thursday 5 May: representative meetings

- a. Each of the main topics will be discussed by the representatives of the small groups which addressed that issue. This representative group will have two tasks: first, develop a list of points they wish the conference as a whole discuss and, second, develop presentations to the conference to engender lively discussion.
- b. The representative groups will choose a body of three to sit on a panel and present to the conference the results of the small-group discussions.

Thursday 5 May: inventory meeting of the conference as a whole

- a. The representatives present their findings and the conference as a whole enters into a discussion mode.
- b. The conference will, hopefully by the end of this session, be able to identify those areas that it finds to be problematic and wants to address at a later date.

PANEL PRESENTATION TOPICS

1. WSC history and purpose

- a. Historical highlights of WSC from 1976 to present
- b. WSC Purpose
- c. Unity and common welfare
- d. Conference purpose -> primary purpose?

2. WSC relationship to fellowship of NA

- a. Group conscience
- b. Services provided by WSC
- c. Participation (worldwide communication/discussion)
- d. Accountability

3. WSC relationship to world committees, boards, and office

- a. Clarity of roles
- b. Responsibility, authority, accountability
- c. Participation
- d. Resources

4. WSC annual meeting and its procedures

- a. Tradition Twelve
- b. Decision-making
- c. Leadership
- d. Purpose of annual meeting

SMALL-GROUP QUESTIONS

WSC history and purpose

1. Is the history of the conference relevant to our current practices?
2. What do we believe is the purpose of the WSC and is it reflected in TWGSS?
3. Does the purpose of the WSC contribute to our primary purpose?
4. Does the current structure of the conference contribute to our groups' efforts to carry the message?
5. Does the WSC help further the common welfare of addicts worldwide?
6. Does the WSC help further the unity of the NA groups?

WSC annual meeting and procedures

1. Do the current practices of the WSC reflect the principles contained in the Twelfth Tradition?
2. What is the criteria for decision-making at the WSC?
3. Does the WSC make decisions based on an informed group conscience?
4. Does the WSC consider the long-range outcomes of its decisions in its deliberations?
5. Do the election processes used by the WSC encourage the selection of well qualified trusted servants?
6. Do the trusted servants elected by the conference reflect our fellowship's diversity?
7. Do the practices of the WSC, as we know it, reflect the following statement from TWGSS: "The [conference participants] meet to discuss questions of significance to the Fellowship of Narcotics Anonymous as a whole."?
8. When is the conscience of the NA groups not essential to the decision-making processes used by the conference?
9. Does the conference as a whole take steps to responsibly plan out its annual meeting?

WSC relationship to world committees, boards, and office

1. Are the roles of the WSC and its committees as they relate to each other sufficiently clear?
2. Are the roles of the WSC and the WSB as they relate to each other sufficiently clear?
3. Are the roles of the WSC and the WSO as they relate to each other sufficiently clear?
4. What is the criteria for measuring the WSC's practice of delegation?
5. What authority does the WSC grant along with the responsibilities it assigns?
6. Does the WSC take into account the experience of committee members in its deliberations?
7. Does the WSC take into account the experience of WSO special workers in its deliberations?
8. What is the criteria for establishing priorities at the WSC?
9. What is the criteria for WSC funding/personnel allocations?

WSC relationship to fellowship

1. How is the conscience of the NA groups, regarding those issues that affect NA as a whole, expressed at the WSC, besides voting on motions in the annual conference agenda report?
2. Is the information provided by the WSC sufficient to ensure an informed group conscience?
3. Does the WSC take steps to meet the needs of the groups in its provision of services?
4. Does the WSC take steps to encourage fellowship support of and commitment to conference priorities?
5. Does the conference take steps to ensure worldwide participation regarding issues affecting NA as a whole?
6. Does the WSC take steps to support zonal forums?
7. How are "all" of us, regardless of means, able to participate in discussions affecting NA as a whole?
8. Who is the WSC accountable to?
9. Is this accountability demonstrated?

SMALL-GROUP FACILITATOR INSTRUCTIONS

10 April 1994

«Facilitator's name»

«Facilitator's address»

Dear «Facilitator's first name»,

Thank you for your willingness to assist the conference in the inventory process. You have been chosen for the role of facilitator because we believe your personal skills lend themselves to maintaining an open and balanced conversational flow in a group setting. The names of the members assigned to your group are listed on the attachment to this brief memo. In addition, «small-group recorder's name» was asked to serve your group as a recorder and will be responsible for recording the ideas and thoughts of the group. Material that will be available in your assigned room to assist in the facilitation process include flip charts, markers, a copy of the *TWGSS* and the *Twelve Concepts for NA Service* and, if required, pertinent excerpts from the WSO by-laws.

Your group will be meeting on Wednesday, 4 May from 9:00 am to 12:30 pm and again from 2:00 pm to 5:30 pm. We encourage you to begin and end your group within the time set. In addition, we suggest that you have your group break every hour and fifteen minutes to accommodate the group members personal needs. The focus of your group discussion will be «first topic» for the morning session and «second topic» for the afternoon.

Initially, we are asking each group to accomplish specific tasks prior to your discussion. Ground rules need to be established for the group, and questions to be discussed during that session and a group representative need to be selected. In choosing the two or three questions the group wishes to focus their discussions on, please leave approximately thirty minutes for any topic the group may wish to discuss that have not been covered by the questions attached. We hope that the group does not debate the panel presentations which occurred on Tuesday or the papers handed out at the end of the day. Those presentations and the papers were meant to stimulate thoughts and questions.

There will be a brief meeting following the panel presentations on Tuesday evening. This will provide an opportunity for any questions or assistance that you may need to accomplish your task. We are looking forward to seeing you all.

World Service Inventory Composite Group

SOME SUGGESTIONS FOR A GOOD FACILITATOR ARE:

1. A facilitator is a neutral servant of the group.
2. A facilitator does not evaluate or contribute ideas.
3. A facilitator focuses energy of the group on a common task.
4. A facilitator protects individuals and their ideas from attack.
5. A facilitator encourages participation.
6. A facilitator doesn't talk too much.
7. A facilitator supports the recorder.
8. A facilitator compliments the group when appropriate.
9. A facilitator gets common agreement on a common problem(s)
10. A facilitator get common agreement on a process before beginning.

SMALL-GROUP RECORDER INSTRUCTIONS

10 April 1994

«Recorder's full name»

«Recorder's address»

Dear «recorder's first name»,

Thank you for your willingness to assist the conference in the inventory process. You have been chosen for the role of recorder because we believe your personal skills lend themselves to helping the group to record all relevant discussions. The names of the members of your small group are contained in the attached material. In addition, your group will be facilitated by «facilitator's name», who will be responsible for maintaining an open and balanced conversational flow during the meeting. Your group will meet at Wednesday, 4 May from 9:00 am to 12:30 pm, and again between 2:00 pm and 5:30 pm.

There will be a brief meeting following the panel presentations on Tuesday evening. This will provide an opportunity for any questions or assistance that you may need to accomplish your task. We are looking forward to seeing you all.

World Service Inventory Composite Group

SUGGESTIONS FOR A GOOD RECORDER:

1. Get to room early. Take paper.
2. Don't write every word down.
3. Listen for key words or phrases.
4. Try to capture the basic ideas.
5. Don't be afraid to misspell.
6. Circle key ideas, statements, or decisions.
7. A recorder is a neutral servant of the group.
8. If you get too far behind in recording, don't be afraid to ask the group to wait.

Chapter Three:
World Service Board and
Committee Self-Assessment

CHAPTER THREE: WORLD SERVICE BOARD AND COMMITTEE SELF-ASSESSMENTS

INTRODUCTION	83
Self-assessment tool, part two (SAT-2)	84

WORLD SERVICE BOARD OF TRUSTEES

Purpose	87
Services provided	90
Resources: board members	91
Resources: WSO staff	94
Resources: funds	95
Structure: decision making	95
Structure: composition	96
Structure: meetings	98
Structure: orientation	100
Communication	100
Board work climate	102

INTERIM COMMITTEE

Purpose	104
Services provided	104
Resources: committee members	105
Resources: WSO staff	105
Resources: funds	106
Structure: decision making	106
Structure: composition	106
Structure: meetings	106
Structure: orientation	106
Communication	107
Committee work climate	107
Closing note	107

WSC ADMINISTRATIVE COMMITTEE

Purpose	109
Services	109
Resources: committee members	110
Resources: WSO staff	110
Resources: funds	110
Structure: decision making	110
Structure: composition	111
Structure: meetings	111
Structure: orientation	111
Communication	111
Committee work climate	111

WSC OUTREACH AD HOC COMMITTEE

Purpose	113
Services provided	114
Resources: committee members	114
Resources: WSO staff	115
Resources: funds	115
Structure: decision making	116
Structure: composition	116
Structure: meetings	117
Communication	117
Committee work climate	118

WSC POLICY COMMITTEE

Purpose	119
Services provided	120
Resources: committee members	120
Resources: WSO staff	121
Resources: funds	121
Structure: decision making	121
Structure: composition	122
Structure: meetings	122
Structure: orientation	123
Communication	123
Committee work climate	123

WSC HOSPITALS AND INSTITUTIONS COMMITTEE

Purpose	124
Services provided	124
Resources: committee members	125
Resources: WSO staff	125
Resources: funds	125
Structure: decision making	125
Structure: composition	125
Structure: meetings	126
Structure: orientation	126
Communication	126
Committee work climate	127

WSC PUBLIC INFORMATION COMMITTEE

Purpose	128
Services provided	128
Resources: committee members	130
Resources: WSO staff	131
Resources: funds	131
Structure: decision making	132
Structure: composition	132
Structure: meetings	133
Structure: orientation	133
Communication	134
Committee work climate	135

WSC LITERATURE COMMITTEE

Purpose	136
Services provided	136
Resources: committee members	137
Resources: WSO staff	137
Resources: funds	137
Structure: decision making	137
Structure: composition	138
Structure: meetings	138
Structure: orientation	139
Communication	139
Committee work climate	139

WORLD SERVICES TRANSLATION COMMITTEE

Purpose	140
Services provided	140
Resources: WSO staff	141
Resources: funds	141
Structure: decision making	142
Structure: composition	142
Structure: meetings	143
Communication	143

WSO BOARD OF DIRECTORS

Purpose	144
Services provided	145
Resources: human	148
Resources: board members	148
Resources: WSO staff	149
Resources: funds	150
Structure: decision making	150
Structure: composition	150
Structure: meetings	151
Structure: orientation	151
Communication	152
Board work climate	153

WORLD CONVENTION CORPORATION

Purpose	155
Services provided	155
Resources: WSO staff	155
Resources: funds	156
Structure: decision making	156
Structure: composition	157
Structure: orientation	158
Communication	158

SAT-1 MATERIALS	159
Questions	160
Further instructions	165

SAT-2 MATERIALS	167
Outline	168

SELF-EVALUATION MATERIALS	171
Instructions	173
Further instructions	176
Forms	178

INTRODUCTION

Each individual world-level board and committee assessed its own purpose, services, resources, structure, communications, and work climate in the course of the world services inventory. The assessment tools the boards and committees used are contained in the next chapter of this report.

The process started when members of the respective service bodies were asked to examine their bodies' activities and procedures in exhaustive detail using a form called "Self-Assessment Tool, Part 1," or SAT-1, in the latter part of 1993. The individual SAT-1 responses were compiled at the World Service Office and sent back out to the board and committee members, to be used in preparing for board or committee self-assessment meetings.

At the self-assessment meetings, most of them held at the same facility in New Orleans in January 1994, each board or committee reviewed the data contained in its SAT-1, using it as the basis for a collective evaluation of the body's policies and activities. The bodies were asked to assess their strengths and weaknesses in each area shown in the outline at the end of this introduction. This outline was known as SAT-2.

A second inventory meeting of the boards and committees was held in September 1994. In preparation for this meeting, the individual members of each body had been asked to examine their body's SATs 1 and 2 in order to identify specific problems in the body's activities or policies and, if possible, come up with ideas on how to address those problems. These responses were to use a simple, one-page, standardized format. As with SAT-1, the individual responses were compiled and mailed back out to the boards and committees for their study prior to their meetings. When the bodies met in September, they were asked to discuss the individual problem-and-solution forms and came up with some kind of consensus on each of them. Each body was also to compile a list of the strengths they had identified in the self-assessment process.

The pages following this introduction contain the detailed self-evaluation results for each of the eleven world service boards or committees that took part in the inventory process. They have been organized according to the SAT-2 outline (see the next page), since many of the responses made direct reference to that outline. Most of the entries describe problems identified in the operations and policies of our boards and committees; some describe strengths, and are specifically noted as such. The bulleted items at the end of the entries are the suggested solutions to the problems described in those entries.

Keep in mind that these are reports on board and committee self-assessments. When one of them says, "We believe such and such," or "We found this, that, and the other thing," the "we" is the board or committee taking the self-assessment, not the Composite Group.

You will find a few contradictory entries in some self-assessments. Some of these result from contradictory views of individual board or committee members having been

worked into the board's response without first being reconciled. Others result from some area being noted as a general strength, and then a particular problem being pointed out in that same area. Still others indicate that an area of the inventory was seen as both a strength and a weakness.

Note that the World Services Translation Committee did not identify specific strengths in its operations or policies when it compiled its self-assessment.

WORLD SERVICE BOARD AND COMMITTEE SELF-ASSESSMENT TOOL, PART TWO (SAT-2)

I. Purpose

- A. long term goals
- B. short term goals
- C. budget related to goals
- D. goals achieving primary purpose
- E. project planning
- F. add any additional comments you may have

II. Services provided

- A. awareness of what other committees and boards in NA are doing
- B. annual review of own work
- C. services to groups, areas, and regions in achieving primary purpose
- D. origination of service projects
- E. criteria for the removal of products
- F. cost effectiveness of services provided
- G. add any additional comments you may have

III. Resources

A. Committee/board members

- 1. work distribution
- 2. delegation
- 3. trust
- 4. involvement in staff work
- 5. clarity of roles/responsibilities
- 6. removal
- 7. add any additional comments you may have

B. WSO staff

- 1. trust
- 2. involvement in committee/board work
- 3. clarity of roles and responsibilities
- 4. staff involvement in policy decisions
- 5. add any additional comments you may have

C. Funds

- 1. criteria for funding allocation

2. availability of funds for committee/board operation
3. utilization
4. add any additional comments you may have

IV. Structure

A. Decision making

1. orderliness of process
2. availability of needed information
3. handling of input from staff or board/committee
4. guidelines reflecting procedures and actions
5. relevance of decision to primary purpose
6. relevance to Concepts Five, Six, and Seven
7. add any additional comments you may have

B. Composition

1. diversity
2. range of skills
3. basis for selection/removal
4. attendance
5. participation
6. plan for adding new members
7. process/procedure for adding new members
8. clarity regarding requirements
9. add any additional comments you may have

C. Meetings

1. size
2. number of meetings
3. attendance
4. location
5. contribution during meeting
6. utilization of available time
7. availability of preparatory material including for those items on agenda
8. add any additional comments you may have

D. Orientation

1. availability of orientation/background information
2. written responsibilities
3. add any additional comments you may have

V. Communication

- A. integrity of communications (Concept Eight)
- B. guidelines reflect practices/procedures for communication
 1. within your committee or board
 2. with other boards or committees
 3. with the fellowship
 4. with the public (directly/indirectly)
- C. add any additional comments you may have

VI. Committee/board work climate

- A. openness of discussion
- B. diversity of opinion
- C. trust
- D. conflict resolution
- E. sense of accomplishment
- F. add any additional comments you may have

WORLD SERVICE BOARD OF TRUSTEES

PURPOSE

Long-term goals

Strengths: *The way our goals are identified in our guidelines (TWGSS'94, pp. 11-12, WSB Operational Procedures) is a strength. "The functions of the WSB and its members are:"*

- A. "To deal with those things, both within and outside the fellowship, which affect the continuation and growth of NA"
 - 1. allows us to deal with current issues, i.e., HIV, prejudice et.
 - 2. allows for peace making and bridging gaps, conflict resolution
 - 3. allows for interaction with the professional community
 - 4. allows for anticipation of future needs of the fellowship
 - 5. allows for controversial issues to be addressed
- B. "To encourage fellowshipwide understanding and utilization of the Twelve Traditions of NA"
 - 1. supports maintenance of NA unity
 - 2. guidelines for the fellowship's behavior
 - 3. allows us to serve as a body for tradition-related review of other committees' work projects
 - 4. allows for facilitation of literature development related to traditions
 - 5. allows us to serve as a ready contact for the fellowship regarding the traditions
- C. "To provide and encourage the exchange and availability of service-related information and experience"
 - 1. allows us to initiate the development of tools for use by the fellowship
 - 2. allows for participation in worldwide forums and assistance to emerging or isolated NA communities
 - 3. the board has a diversity of views that reflects the diversity of the fellowship
 - 4. allows us to work with other boards and committees and act as a clearinghouse for service-related materials and information
 - 5. allows for sharing information on an individual basis
- D. "To actively seek and encourage ways of carrying the message of recovery to the addict who still suffers"
 - 1. allows us to pick up the responsibility for addressing the needs of underrepresented communities of addicts—for example, addicts with additional needs, and international development
 - 2. allows for the anticipation of future needs of the fellowship

Problem: *WSB lacks resources to accomplish its goals. WSC has gotten into a mode of approving and funding short-term projects with short-term goals, leaving minimal*

resources for the WSB's functions, which aim toward long-term goals. *Solutions offered:*

- Better centralized planning to accomplish world service goals.
- Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization.

Problem: *One-year conference time frame yields short-term focus.* WSC project assignments are made in one-year increments, and are reaffirmed as needed from year to year. In reality, conference entities have only six months of work time each year; three months are needed to prepare, finalize, and publish the CAR, and conference bodies are put on effective hiatus for three more months while the fellowship-at-large reviews the CAR and prepares its RSRs for the WSC annual meeting. This calendar produces a short-term focus for world services; it is unsuitable for the long-range planning needed for most of the projects to fulfill the WSB's purpose. *Solutions offered:*

- Long-range world services planning, prioritizing.
- Hold WSC business sessions every other year.
- Refine service structure to produce single, clearly defined point of responsibility, planning accountability for each task, understood and accepted by everyone involved.
- Use outcome-based planning--that is, stop shooting from the hip and doing major projects on the conference floor with little time to plan the outcome of projects. Educate staff and volunteers on project planning. All projects must be planned and part of the planning process. Stop overreacting to immediate crises. Budgets must be submitted, adhered to, and evaluated; if they are not managed properly and within budget, they must be reassigned to others. Empower a body to manage projects.

Short-term goals

Strengths: *Our short-term goals allow us to focus quickly and move forward. They also help us organize our work processes.*

Budget related to goals

Strengths: *When our budget is related to goals it is productive, and it keeps us humble.*

Problem: *WSB lacks resources to accomplish its goals.* WSC grades many WSB functions to be of low priority and allocates minimal or no resources for them. *Solutions offered:*

- Better centralized planning to accomplish world service goals.
- Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization.

Problem: *The WSB's educational capacity is underutilized and underprioritized. The WSB's statement of purpose points toward a variety of educational functions the board should be performing: drafting IPs, developing guidelines, guiding the planning process, enhancing fellowship understanding of the traditions, encouraging the exchange of service-related information and experience, developing service guides and workshops, and providing general education to the fellowship about NA principles. The WSC does not use the board to perform these functions, and does not rate these functions as high priorities. Solutions offered:*

- The WSC should shift gears from producing "guidelines" to presenting information and options for the fellowship to use as tools.
- All world service entities should be required to come together for purposes of planning and prioritizing, undercutting the territorial impulse.
- Either the WSB should be used to fulfill its guidelines, or the portions of its guidelines the WSC does not want the board to fulfill should be removed--eliminate mixed signals.

Goals achieving primary purpose

Strength: *Our short- and long-term goals are related, directly and indirectly, to our primary purpose.*

Project planning

Strength: *Over the previous two years we've become very effective in project planning. We need to continue refining our project planning process.*

Problem: *There is no long-range plan to accomplish any of the long-range goals defined in the WSB purpose.*

Solutions offered:

- Annual all-world-service planning session to establish goals, priorities.
- Allow the WSC to prioritize the work it gives the WSB, with the understanding that it can't all be done.
- Formulate a comprehensible mission statement for the WSB with objectives everyone agrees on and a long-range plan designed to accomplish those objectives.

Problem: *Accepting unplanned projects from the WSC. The WSC sometimes assigns projects to the WSB that have not been planned out. The WSC does not account for the time that will be required to plan the project out when assigning the project. As a result, projects get off to a slow start; sometimes the committee or board cannot accomplish the task in the time given, and other times quality must be sacrificed in order to expedite the process. Solutions offered:*

- Require project plans for all projects assigned to the WSB, or forecast that the first year of any unplanned project will be taken up in planning activities.

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Strength: *Our awareness of others has increased significantly since other boards and committees started participating in our work.* This awareness allows us to avoid duplication and reduce territorialism.

Problem: *Lack of clear definition of roles and responsibilities of different components of world services.* Having a global purpose creates an overlapping of WSB tasks with those of other boards and committees. WSC does not refer to board, committee guidelines when assigning tasks and ends up misassigning or double-assigning tasks--for example in international development and in conflict resolution. *Solutions offered:*

- Create a single board with a single system of committees.
 - ◆ Include procedures that will allow this board's standing committees to expand if the projects they are working on require it.
- Develop more user-friendly material for use by trusted servants at all levels of our service structure, so that the roles of different world service units are more widely understood.
- Have more direct interaction with our fellowship, particularly in workshop settings, to enhance fellowship understanding of roles and responsibilities within world services.
- Engage in detailed project planning before bringing proposals to the conference for commencement.

Problem: *The WSC lacks a clear impression of what it thinks the WSB's role is.* This leads other boards and committees to perceive the WSB as interfering in their work. This, in turn, causes the WSB to limit its own plans lest the board be perceived as encroaching further. *Solutions offered:*

- The WSB should make plans to fulfill its stated goals, regardless of personalities or perceptions.
- The WSB should communicate its understanding of its role and goals more widely so that they can be more generally understood.
- Shift conference committees to WSB committees.

Annual review of own work

Strength: *This category is a strength in ongoing review of work throughout a project.*

Problem: *Lack project evaluation process.* Since we don't do much long-range planning, it is natural that project evaluation--both in-progress and after completion--is lacking. *Solutions offered:*

- Include an outcome study in every project plan, designed to identify what worked and what didn't to aid in future project development.

- Provide for in-process project review, both within the administering board or committee and from the fellowship.

Services to groups, areas, and regions in achieving primary purpose

Strength: *We deliver a strong performance in this category through attendance at zonal forums and through communications like the trustee bulletins.*

Problem: *Inability to identify and address internal fellowship problems.* Most WSB time is used for conference-assigned, project-oriented tasks. WSC remains task-specific rather than addressing issues. World services serves the service structure, not the fellowship. We spend so much time focusing on what the service structure should be that we never consider what the service structure should *accomplish*. *Solutions offered:*

- WSB should schedule workshops or attend conventions in different locations to facilitate regular, direct interaction with the fellowship-at-large.
- We need to become focused on fellowship needs and have the fellowship itself identify the most relevant issues at the time. We then need to be responsive to those needs.
- We need to provide tools for discussion to help local NA communities solve their own problems and arrive at their own conclusions to fellowship questions.

Origination of service projects

Strength: *Our ability to originate projects allows for full development and planning prior to presentation or implementation.*

Cost effectiveness of services provided

Strengths: *Some WSB products are extremely cost effective, like the trustee bulletins.* Regardless of costs, the benefits to our primary purpose transcends costs.

RESOURCES--BOARD MEMBERS

General

Problem: *WSB lacks resources to accomplish its goals.* There are not enough trustees to do the work described in the WSB's guidelines. There are no provisions to draw additional help onto trustee committees, except WSC committee chairs and vice chairs. The funds to pay expenses for additional committee members are unavailable. Volunteers are unable to accomplish some WSB goals with resources as limited as they are. *Solutions offered:*

- Better centralized planning to accomplish world service goals.

- Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization.

Work distribution

Strength: *Implementation of the trustee committee system has improved work distribution.*

Problem: *Work is not divided equally among WSB members.* The same members are constantly doing all the work, because "when you want something done, you look for a busy person." There is no formal orientation process. These factors combine to deprive new WSB members of the opportunity to gain experience and become productive board members.

In addition, the WSC does not consider the way tasks will be divided among the WSB committees when assigning tasks to the WSB—of ten tasks, for instance, eight may go to External Affairs, two to Internal Affairs, and none to Literature Review.

Solutions offered:

- Older members on the board should train newer members rather than just taking on all the work themselves.
- Some method should be found to assess the skills of WSB members, so that they can be assigned tasks they are suited to.
- A formal WSB member orientation, training, and accountability process should be instituted.
- The WSC should make work assignments to the WSB, and let the WSB in turn assign each task to one of its committees, facilitating the division of work within the board according to available resources.
- After the WSC each year, the WSB should assign its members to committees based on the number and type of work assignments each committee will have.

Delegation

Strength: *Creation and implementation of a steering committee has helped delegation.*

Problem: *Inadequate delegation of responsibility, authority.* The WSB is not delegated sufficient authority to complete the projects or functions assigned it. The board, in turn, does not delegate sufficient authority either to its committees when assigning projects to them or to its leadership in making critical decisions. *Solutions offered:*

- Some of the problems with inadequate delegation would be eliminated by a single board with a unified budget.
- When establishing a project, clearly identify parameters within which the body administering the project can make relevant decisions about spending, holding meetings, conducting conference calls, and recruiting help.

- Elect leaders, identify the area of responsibility in which you expect them to serve, and identify the range of authority you will allow them to exercise in fulfilling that responsibility.
- Throughout any project, communications must be maintained between the project administrator(s) and the person, body, or bodies who commissioned the project.

Trust

Strengths:

1. We are evolving toward increased levels of trust by trusting the WSB committees' work and the work of those outside the board.
2. The involvement of WSC committee chairs increases and improves trust levels.
3. Closed meeting sessions have helped board members in conflict work through to trust.

Problem: *Trust within the WSB.* Distrust of trustees—both by other trustees and by those outside the board—impairs the board's functions. Old history and old tapes negatively affect the relationships of the board members. Issues of control and politics are at play. Problems often arise when important discussions and decisions only involve some members, and when individual board members do not uphold the decisions of the full board. *Solutions offered:*

- WSB members must be aware of excluding other members from privileged information.
- Ask the fellowship to elect a more diversified membership to the WSB.
- Portions of the WSB meeting should regularly be devoted to internal conflict resolution.
- Individual WSB members who differ with a full board decision should be responsible to express their dissenting opinion to the board.

Involvement in staff work

Strength: *With staff assigned to our board.*

Clarity of roles, responsibilities

Problem: *No code of conduct or ethics policy.* Because there is no definition of the roles special workers and trusted servants should play in the conduct of world service affairs, there is no way to identify ethical or unethical behavior and no way to distinguish personal biases. *Solutions offered:*

- World service should develop a code of conduct and/or an ethics policy in the course of clarifying participants' roles, responsibilities, and interactions.

Removal

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

- Develop a standard and procedure of accountability for WSB members.

RESOURCES--WSO STAFF

General

Problem: *Selection and utilization of consultants.* We know that much of the fellowship is leery of hiring consultants. We have not successfully communicated their role or importance. *Solutions offered:*

- When consultants are used, their roles should be carefully planned.

Trust

Strength: *Our trust of staff as individuals is a strength.*

Involvement in board work

Strength: *This category was identified as a strength.*

Clarity of roles, responsibilities

Problem: *Nature of relationship between WSB and staff unclear.* There is insufficient information about the protocol for accessing staff. There is no clear, documented differentiation between the roles and responsibilities of staff and trusted servants. The WSB has no part in selecting or managing the staff who work on trustee projects. We are never entirely sure who among staff is available to help us or how much of their time is available to us. There is no clear way to address performance issues for staff assigned to assist on one of our projects. All this creates an environment of uncertainty wherein the WSB cannot trust the staffing process. *Solutions offered:*

- A single board as a long-range solution.
- More direct involvement of the WSB in all aspects of WSO fellowship services, both in Van Nuys and in Brussels, and in WSO board discussions of policies affecting them.
- Better, more regular verbal and written communication to the board about fellowship communications, concerns, needs, problems.
- Written protocol for interaction between WSB and WSO.

Staff involvement in policy decisions

Strength: *We are strong in this category when such involvement occurs.*

RESOURCES--FUNDS**Availability of funds for board operation**

Problem: *Budget management not conducive to fulfillment of goals, long-range planning.* The WSB has no control over its own budget or any other world service budget. The Interim Committee makes the WSB's budget decisions, and in the process takes over key WSB project decisions. Interim Committee micromanagement and excess layers of budgetary decision making have reduced WSB performance. There is no budget related to goals, and no long-range budget. *Solutions offered:*

- Increase world service communications with fellowship at large.
- Develop conservative timelines for projects.
- Keep the goal, not the activity, foremost in mind.
- All-world-services planning, prioritizing.
- The WSC should have a discussion of what it considers truly important.
- All WSC participants should let go of pet projects and motions and enter discussion sessions with open minds.
- Reduce the impulsiveness in the WSC decision-making process.
- Replace current budgeting and funding system with a block-grant system to fund world service entities.
- Require project plans for all expenditures. Once approved, allocate the funds to the project and allow the project administrators to manage those funds according to their plan. Develop an oversight committee to review project performance and evaluate funding requests that are over and above the block-grant allocation for the project. This would eliminate administrative micromanagement.

Utilization

Strength: *We do well with what we get.*

STRUCTURE--DECISION MAKING**Orderliness of process**

Strength: *Our decision-making process is quite orderly.*

Availability of needed information

Strength: *We are strong in this category when the information is generated within our own board. We usually wait for sufficient information.*

Handling of input from staff or boards, committees

Strengths:

1. We do well in utilizing information from nontrustee sources.
2. Full board review provides a broader perspective on committee work.

Problem: *The WSB's ability to process input is impaired. When a WSC committee works on a project and sends material to the WSB for full board review, the response is diluted, not pointed so as to make any real difference to the project being reviewed. The fact that the board cannot take a position on anything with less than a two-thirds majority is problematic; nothing controversial or thought-provoking can usually pass the test. Additionally, the board's decision-making atmosphere is not open to staff participation because of accusations and other difficulties from WSB members; this limits staff interaction with the full board when input is being evaluated. Solutions offered:*

- Principles before personalities. Focus on the message, not the messenger. More honesty, less politics. More discussion, fewer potshots.
- Whatever the ultimate conclusion of a discussion, the pros and cons of the discussion should be reported to contribute to broader fellowship discussion.

Guidelines reflecting procedures and actions

Strength: *This category was identified as a strength.*

Relevance of decision to primary purpose

Strength: *This category was identified as a strength.*

Relevance to Concepts Five, Six, and Seven

Strength: *Our decision-making process is strong in its relevance to Concepts Five and Six.*

STRUCTURE--COMPOSITION

Diversity

Strength: *This category was identified as a strength.*

Problem: *WSB membership is not as diverse as it could be.* We usually elect WSB members and draw trustee committee members from the conference population, but the world service community does not reflect the ethnic, racial, religious, national, gender, or linguistic diversity of our fellowship. *Solutions offered:*

- A nominations committee that the WSC has faith in.
- Allocate sufficient resources to draw (and fund) talented members from the fellowship to work on trustee committees.
- Interface more, and more regularly, with the fellowship through travel and communications, becoming familiar in the process with potential trustees or committee members.

Range of skills

Strength: *This category was identified as a strength.*

Attendance

Strength: *Full funding increases the likelihood of high attendance levels.*

Participation

Strength: *This category was identified as a strength.*

Basis for selection, removal; plan, process, procedure for adding new members

Strengths:

1. Trustees are selected by and remain accountable to the conference.
2. There is an unwritten practice of looking for certain worthwhile characteristics in trustee nominees—integrity, work ethic, practice of principles, and the like.

Problem: *Inadequate WSC nomination, election procedure.* The WSC does not have an adequate nomination or election procedure, limiting the conference's choices to those present at an annual meeting or personally known to a large number of participants. The WSB has tried several ways to expand the trustee candidate pool. Currently, the WSB sometimes puts forward collective nominations; however, the board has no written procedure for this and must redefine the process every year.

Requirements for nominees are unclear. Neither the WSC nor the WSB has a sufficiently firm grip on what skills, responsibilities, or experiences are needed to be a trustee. This impacts selection and orientation. Furthermore, members' skills are not always known to each other, especially since the WSB has become so staff-reliant.

There is no consideration of the range of skills needed to accomplish world service tasks when composing some boards and committees. *Solutions offered:*

- The WSC should institute a nominations procedure for all world service boards and committees. The procedure should include clearly defined performance expectations and skill requirements.

- The WSB should be given the ability to bring members from outside world services to work on WSB committees in hopes of finding future trustees.
- The WSB should solicit names from regions for possible WSB committee members.

STRUCTURE--MEETINGS

Size

Strength: *This category was identified as a strength.*

Problem: *Number of nontrustees attending WSB meetings.* The year before the inventory began, WSB meetings were attended by from thirty to fifty people. Although the WSB committee meetings benefited, full board meetings were difficult to conduct; we actually lost our sense of the board as a board. *Solutions offered:*

- The WSB should find better use for its agenda time, perhaps scheduling time for the board to meet while non-board-members are doing something else.

Number of meetings

Problem: *Frequency of WSB meetings.* This is the third or fourth year (1994-95) that we have not had four meetings, as called for in the TWGSS. With trustees serving five-year terms, this increases the distinction between the experience and orientation of older and newer members. *Solutions offered:*

- The WSB should find better use for its agenda time, perhaps scheduling time for the board to meet while non-board-members are doing something else.

Attendance

Strength: *Full funding increases the likelihood of high attendance levels.*

Problem: *WSB member participation in board meetings.* Many times, members attend only parts of meetings. This results in either nonsupport of decisions they did not participate in or asking the board to revisit agenda items. *Solutions offered:*

- Develop a process WSB members can use to submit input on agenda items they will not be present to discuss in person at a WSB meeting.
- More trust in the WSB by its members.

Location

Strength: *When we meet at WSO, as we do most of the time, we have ready access to information and staff.*

Problem: *Location of WSB meetings.* The WSB has found it beneficial to move its February meeting to interact with different NA communities. This is the meeting that gets canceled. When we have tried to move outside North America, we were refused even though we budgeted the same cost because of appearances of a world service junket. *Solutions offered:*

- The WSB should be given the latitude to move one meeting a year. World services should give the WSB more trust in this matter.

Contribution during meeting

Strength: *This category was identified as a strength.*

Problem: *Many times, members are not prepared for meetings or conference calls.* This reduces the performance of the meeting or the conference call. Being prepared is the member's responsibility. *Solutions offered:*

- The WSB should hold members accountable for nonparticipation and for wasting the rest of the board's time.
- The WSB needs to better train new members, and needs to double up on assignments until new members are fully trained.

Utilization of available time

Strengths:

1. Responsiveness to and attempts to accommodate last-minute requests that impact agenda.
2. Getting things done, in spite of everything.
3. Individual members' level of preparation positively impacts our utilization of time.
4. Board members expect to cover information about all of world services at each weekend meeting.

Problem: *Poor time, agenda management.* We poorly prioritize our agenda, which results in spending a lot of time on some unimportant items and then not getting to some others of real importance. We do not start meetings on time, and we allow members who are not prepared for the meeting to negatively impact the agenda. *Solutions offered:*

- More trust by the WSB in the WSB Steering Committee to establish the agenda.
- WSB members should take greater personal responsibility for the agenda status.
- WSB meetings must start as scheduled, regardless of whether certain members are late or unprepared.

Availability of preparatory material

Strength: *This category was identified mostly as a strength.*

STRUCTURE--ORIENTATION

Problem: *WSB members are unclear about their roles.* There is no written description of the WSB member's proper role (that is, a policy and procedures manual), and no orientation program for new members to help them adjust. *Solutions offered:*

- Create a policy and procedure manual that reflects current WSB practices.
- Develop an orientation program for new WSB members.

COMMUNICATION

Integrity of communications (Concept Eight)

Strength: *This category was identified as an overall strength.* We have open, frank, full disclosure in our communications.

General, procedures

Problem: *Communications protocol inadequate.* The WSB guidelines do not reflect current communications practices and procedures. Communications protocol is poorly developed. There are no written communications guidelines at all. This causes difficulty in maintaining consistent, timely communications. Communications themselves sometimes lack sensitivity, are too formal, too "tense." Staff either writes or edits most conference reports, making the content very formal and insensitive. *Solutions offered:*

- The WSB must write procedures for WSB communications and place them in a central manual of procedures for all board members and staff.
- Require individuals to prepare their own reports and participate in the outcome of the editing process.

With other boards or committees

Strengths: *We share members and minutes with other boards and committees, which makes for strong communication with those bodies.*

Problem: *Poor communication between WSB and other world service entities.*

Solutions offered:

- Develop better ways of sharing information between boards and committees. Less jumping to negative conclusions about what another body is doing when we are not involved and don't have good information on what is actually going on. The *Conference Report* is long and involved, and is not what is typically needed between boards and committees.
- More face-to-face interaction between boards and committees.

Problem: *Intra-world service communications lack openness and frankness, are territorial.* 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 crucial information. *Solutions offered:*

- Encourage open dialogue between the boards and committees to develop open, frank relationships.
- Develop a service structure that replaces territorial lines with project planning that promotes the use of all available world service resources for the completion of any given project.

With the fellowship

Strength: *Our communications with the fellowship are strong--minutes, CAR entries, our report at the WSC, trustee bulletins, and our Conference Report entries.*

Problem: *WSB lacks resources to accomplish its goals.* The fellowship-at-large is unaware of the scope and nature of WSB functions--and what the fellowship is not aware of, the fellowship does not support. *Solutions offered:*

- Better centralized planning to accomplish world service goals.
- Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization.

Problem: *The fellowship lacks sufficient information about development activities to assess their value.* The WSB does not effectively communicate to the fellowship-at-large about the nature, significance, and benefits of certain development efforts; consequently, the fellowship in general looks askance at expenditures of time and money on those efforts. Such efforts include support for developing NA communities around the world, participation in non-NA professional events, and attendance at local service workshops and forums. These services directly affect the growth of NA worldwide, yet international travel and non-NA-event participation get high negatives among the fellowship-at-large. When those who do not understand the significance of these efforts grill us about expenditures related to them, we often take a defensive rather than educative stance in response. If we cannot convey to the fellowship an understanding of development efforts, their value, and the ongoing responsibility world services has to maintain them, we will find ourselves time after time putting out fires and engaging in crisis management. *Solutions offered:*

- Develop a consistent communications/education program to explain to the fellowship-at-large the nature, value, and cost of fellowship development activities.
- Publish trip reports and accounts of non-NA professional events in periodicals that reach ASCs and groups.
- World services needs to find better ways to communicate directly with the NA groups.

Problem: *World service communications with the groups are not assured by present procedures.* The world service system lacks a mechanism to ensure communication reaches the groups, resulting in a breakdown of information integrity. Most world service communication gets to the RSCs; some gets to the ASCs; information carried to the groups is often third-hand. The effects of this are felt most when it is time to review the CAR and the groups have limited background information on the issues presented for their consideration. *Solutions offered:*

- Enhance fellowshipwide communication. Timeliness, translations, and what is communicated to whom all need to be examined.
- Encourage increased use of regional assemblies, where GSRs interact directly with their region's representatives to world services.

With the public

Problem: *Lack of WSB communication with the public.* The WSB has minimal communication outside the fellowship. Given that such communication is part of the WSB purpose, this is an area where the WSB should expand its activities. *Solutions offered:*

- Expand activities, increase concentration on WSB public communications.
- Increase the WSB linkage with the WSO so as to participate at greater depth in external communications.

BOARD WORK CLIMATE

Openness of discussion

Strength: *This category was identified as an overall strength.*

Diversity of opinion

Strength: *This category was identified absolutely as a strength.*

Trust

Strengths:

1. Our closed sessions have helped build trust within the board.
2. Trust is evolving and increasing within the board.
3. We are generally respectful of each other.

Conflict resolution

Strength: *This category was identified as an overall strength.*

Sense of accomplishment

Strength: *This category was identified as an overall strength.*

INTERIM COMMITTEE

PURPOSE

Problem: *Ambiguity of and controversy surrounding second of two stated operating parameters for Interim in TWGSS.* Specifically, "Further, the Interim Committee shall make necessary decisions affecting NA world services when the WSC is not in session, mindful of priorities previously established by the WSC." *Solutions offered:*

- Clearly define Interim's purpose and responsibilities, and amend TWGSS accordingly.

Long-term goals

Problem: *No long-term goals.* Not enough time devoted to establishing long-term goals--always in a crisis mode. Without long-term goals, planning work can be difficult. Such areas as budgeting, unified budget, and travel needs would be considered in identifying long-term goals. Lack of flexibility and available calendar time for additional meetings. *Solutions offered:*

- Long-range conference planning.
- Projected workplace (put forth before WSC?)
- Clear lines of responsibility and corresponding authority.
- Complete communications protocol procedure
- Complete funding criteria procedure

Budget related to goals

Problem: *Budget, as related to goals.* No planning for any budgets. Ability to meet above and beyond that which was budgeted and passed at conference is difficult because it puts us in a bind if we need to schedule an extra meeting or call, as we're the ones who approve such funding--this is perceived as self-serving. Lack of flexibility is often an adverse consequence. *Solutions offered:*

- Time must be set aside for budget planning.

Project planning

Strength: *This category was identified as a strength.*

SERVICES PROVIDED

Strengths:

1. Awareness of what other committees and boards in NA are doing.
2. Annual review of own work.
3. Cost effectiveness of services provided.

RESOURCES--COMMITTEE MEMBERS**Work distribution**

Problem: *The human factor.* What seemed to be the impetus for an inventory has all but been ignored: what happens to peoples lives when they become involved in world services, and our need to perpetually make outrageous demands on people, then abuse them. *Solutions offered:*

- Set a realistic work schedule to prevent burnout.
- Reinforce personal recovery to prevent burnout.

Delegation, trust

Strengths: *Both of these categories were identified as strengths.*

Committee involvement with staff

Strength: *This category was identified as a strength.*

Problem: *Problem with clarity of roles and responsibilities, both for committee members and staff members.* Lack of clarity because there are no written internal operational guidelines.

- No solution offered.

RESOURCES--WSO STAFF

Problem: *Recognizing the importance of staff and communicating that to the rest of world services.* There are really four parts of world services; the most important one, WSO staff, is not treated equally. *Solutions offered:*

- Full inclusion and utilization per Concepts Four and Seven.

Trust

Strength: *This category was identified as a strength.*

Staff involvement with committee

Strengths: *Staff involvement in committee/board work and policy decisions.*

Problem: *Lack of clarity of roles and responsibilities, both for committee members and staff members.* Lack of clarity because there are no written internal operational guidelines. (Same as committee involvement with staff.)

- No solutions offered.

RESOURCES--FUNDS

Criteria for funding allocation

Problem: *Lack of criteria for funding allocation.* No written criteria for allocating funds or travel. Leaves Interim Committee in position of sometimes making difficult decisions and knowing we will catch heat. Results in confusion and antagonism. *Solutions offered:*

- Develop and establish criteria and protocol.

Utilization

Strength: *This category was identified as a strength.*

STRUCTURE--DECISION MAKING

Strength: *Orderliness of process.*

STRUCTURE--COMPOSITION

Strengths: *Diversity, range of skills, basis for selection/removal, attendance, participation.*

STRUCTURE--MEETINGS

Utilization of time; preparation

Problem: *Utilization of time at face-to-face meetings and on conference calls.* Agenda "overload" exists because at times there is too much to do in too short a time. Last year more so than this, there was confusion about whether or not an issue needed to be addressed by the Interim Committee or one of the four service entities. Lack of advance personal preparation coupled with lack of advance receipt of material. *Solutions offered:*

- Development and adoption of communication protocols.

STRUCTURE--ORIENTATION

Availability of orientation, background material

Problem: *No orientation or background materials for new Interim Committee members.* *Solutions offered:*

- Develop and establish an orientation process.

- Provide background materials, as possible, to new members.

Written responsibilities

Problem: *No written responsibilities (internal committee job descriptions).* No operational guidelines for committee, leaving lack of clarity about responsibilities and "job descriptions." *Solutions offered:*

- Develop and establish operational guidelines.

COMMUNICATION

Integrity of communications (Concept Eight)

Problem: *Communication and its timeliness.* Correspondence and reports aren't sent out in a timely fashion. Extensive review of communications by committee members before sending out. Timeliness and accurate communication are sore points throughout world services. *Solutions offered:*

- Adoption of communications protocol.
- Development of trust among committee members.

COMMITTEE WORK CLIMATE

Trust

Problem: *Turfism.* Pet projects continue to be championed by individuals. *Solutions offered:*

- Work toward creation of a single board, so time can be focused on the "Big Picture."

Problem: *Trust.* The person identifying this problem said, "Seriously, I believe spiritual principles are not a priority on all world services agendas." *Solutions offered:*

- Application of the Twelve Steps, Twelve Traditions, and Twelve Concepts.

CLOSING NOTE

Two Interim Committee members who were serving there for the first time in CY 1994-95 noted that most, if not all, of the problems uncovered in the inventory process had been taken care of with new structural devices and protocols, particularly:

1. The appointment of a sitting vice chair for the committee to set the agenda and work in conjunction with office staff to prepare for the meetings and conference calls.
2. The request from virtually all committee members for the financial data necessary to make good decisions at committee meetings.

These helped resolve the following problems, disclosed in the committee's self-assessment:

- Work overload.
- Last minute communications to members prior to conference calls or face-to-face meetings.
- Haphazard communications with WSC participants.
- Inflexible budgetary priorities.
- Lack of continuity of "leadership" within committee.

WSC ADMINISTRATIVE COMMITTEE

PURPOSE

Goals, planning

Strength: *Committee's long-term goals.*

Problem: *Lack of long-term WSC goals.* Lack of long-term planning of world services means that the WSC Administrative Committee reacts from year to year. *Solutions offered:*

- Develop clear statement of purpose for the WSC
- Identify goals, begin long-range planning for WSC based on its new, clear statement of purpose

SERVICES

Awareness of what other committees and boards in NA are doing

Strength: *This category was identified as a strength.*

Problem: *Lack of clear distinction between the roles and responsibilities of the Interim Committee and the WSC Administrative Committee.* The Interim Committee has taken on many of the traditional roles of the WSC Administrative Committee regarding funding and budgetary matters. *Solutions offered:*

- Eliminate Admin in favor of single administrative body to take place of the three-headed beast we have now.

Problem: *Facilitators, or leaders? Admin's lack of clear guidelines, role definitions.* The role and responsibilities of the WSC Administrative Committee and its members seem to shift year to year. This makes understanding these things very confusing. Other boards and committees are confused about whether we are facilitators or leaders. There is general confusion about the difference between Admin and Interim responsibilities. *Solutions offered:*

- Create guidelines for any administrative body.
- Without a doubt, a single board would help.

Annual review of own work

Problem: *Lack of annual review of own work.*

Solutions offered:

- Create annual review session.

Cost effectiveness of services provided

Strength: *This category was identified as a strength.*

RESOURCES--COMMITTEE MEMBERS**Work distribution, delegation, trust, clarity of roles and responsibilities**

Problem: *Work distribution; lack of clarity of roles, responsibilities of members.* Work is not distributed equally, due to lack of confidence in other members' skill levels and their ability to complete work assigned them. Also, overlap of responsibility and duplication of effort minimizes effectiveness of work being done. *Solutions offered:*

- Better application of Twelve Concepts in the leadership-selection process would allow more confidence among committee members.
- Establish committee guidelines containing description of duties of each Admin member.

RESOURCES--WSO STAFF**Staff involvement in committee work;
clarity of roles, responsibilities**

Problem: *Lack of clarity about WSO staff role.* In relation to Admin's work. No written guidelines. *Solutions offered:*

- Application of Twelve Concepts, especially Seventh Concept, clarifying roles and acknowledging importance of staff function, participation, and continuity.

**Staff involvement in policy decisions;
effective utilization**

Strengths: *These categories were identified as strengths.*

RESOURCES--FUNDS**Utilization**

Strength: *This category was identified as a strength.*

STRUCTURE--DECISION MAKING**Availability of needed information**

Strength: *This category was identified as a strength.*

STRUCTURE--COMPOSITION**Basis for selection, removal**

Problem: *Composition.* Current nominations and elections procedures do not consistently ensure appropriate selection of qualified leadership. *Solutions offered:*

- Apply Twelve Concepts.
- Develop nominations panel [or committee].

Problem: *Removal process.* There is no process in guidelines or practice to remove or censure members of Admin. *Solutions offered:*

- Open discussion of problem would be first step to practical and spiritual solution based on concepts for leadership.

Attendance, participation

Strengths: *These categories were identified as strengths.*

STRUCTURE--MEETINGS

Strengths: *Size, contribution, time utilization.*

STRUCTURE--ORIENTATION

Problem: *Lack of clearly defined roles within committee.* Lack of orientation for new members. Who does what, etc. Decide on a year-to-year, case-by-case basis. With no orientation package. *Solutions offered:*

- Application of Twelve Concepts, especially Seventh Concept, as it applies to roles within Admin.

COMMUNICATION

Strength: *Integrity of communications (Concept Eight).*

COMMITTEE WORK CLIMATE**Diversity of opinion; conflict resolution**

Strengths: *These categories were identified as strengths.*

Trust

Strength: *This category was identified as a strength.*

Problem: *Trust, confidence.* Trust or the lack of trust is seldom discussed in the open, but only in side conversations; large amount of denial that this is an issue. *Solutions offered:*

- Walk through fear of confrontation until these type issues can be dealt with openly.

WSC OUTREACH AD HOC COMMITTEE

PURPOSE

Problem: *Lack of a clearly defined process for ad hoc committee interface with the WSC as a whole.* The WSC does not have any written guidance for the administration or creation of ad hoc committees. *Solutions offered:*

- Guidelines for the administration and creation of ad hoc committees should be developed by the WSC Policy Committee and approved by the WSC.
 - ◆ These guidelines should include what an ad hoc committee's duties and responsibilities are, and identify to whom an ad hoc should turn for guidance and support.
 - ◆ They should clarify the difference between an ad hoc committee and a standing committee. An ad hoc committee does only the work directed by the conference, and is responsible to the conference.
 - ◆ When an ad hoc committee is continuing for an additional year, membership must be appointed or elected from a pool recommended by the existing ad hoc committee.
 - ◆ Include funding provisions.

Long-term goals

Strengths: *Our long-term goals:*

- Create an outreach handbook
- Provide a communications network for those involved in outreach
- Develop definitive policies and procedures
- Encourage NA groups to become involved in the NA service structure
- Provide guidance enabling NA groups to help themselves
- Coordinate efforts by local outreach subcommittees to help NA develop
- Raise awareness of need for translation of service materials

Short-term goals

Strengths: *Our short-term goals:*

- To have full committee meetings
- To prepare statements of the financial impact of our goals
- Develop bulletins
- Register local outreach subcommittees
- Procure standing committee status for ourselves
- Procure assignment of a WSO coordinator to staff our committee
- Develop written guidelines for associate and interested members of our committee
- Material mailings
- Prepare, administer, analyze an outreach survey

Budget related to goals

Problem: *Have no goal-related budget. We have goals set for this ad hoc committee by the conference, yet we have no goals-related budget to complete task assigned.*

Solutions offered:

- Establish a "basic budget" for all committees. [Note: Budgets should include staff time.]

Goals achieving primary purpose

Strength: *The majority of our long- and short-term goals indirectly achieve our primary purpose.*

Project planning

Strength: *The quality of our project planning.*

SERVICES PROVIDED

To groups, areas, and regions in achieving primary purpose

Strengths: *Our bulletins and handbook material mailings, when we were allowed to mail them, provided services to regions and areas who then assist groups. The WSO outreach packet is also useful.*

Problem: *Translations need to be a consideration and followed through in all our endeavors. Many people around the world do not understand English. The basic PI and H&I guides are good first approaches to this problem. Solutions offered:*

- Produce simplified service materials that can be easily translated.

Origination of service projects

Strength: *Origination of committee projects comes from the fellowship in terms of what they need.*

RESOURCES—COMMITTEE MEMBERS

Work distribution

Strengths: *Work is distributed equally, with the chair and vice chair having usual administrative duties. Associate members are included in the work, and interested members are free to input.*

Delegation

Strength: *The committee develops a project through discussion, then leadership delegates assignments to committee members.*

Trust

Strength: *We have confidence and trust in the process of our work.*

Clarity of roles, responsibilities

Strength: *The roles of chair and vice chair have been redefined as the work has evolved.*

RESOURCES--WSO STAFF

Problem: *The absence of an assigned staff has had a negative impact on the ability of this committee to fulfill its assignments. Office staff are over-burdened and too few in number. There is no single point of focus for communication and coordination of Outreach ad hoc committee work. Assigned staff provide consistent communication, secretarial, liaison, corporate [illegible] and original work. Without these assets, we suffer. We are also missing the preparatory material to the committee that staff could provide. Without a coordinator, we have no ongoing tracking of input or project status.*
Solutions offered:

- Have an ad hoc outreach coordinator at the WSO.

Trust

Strength: *The committee trusts the staff, but also believes they are fallible.*

Staff involvement in policy decisions

Strength: *Staff involvement in policy decisions has been, for the most part, appropriate.*

RESOURCES--FUNDS

Problem: *Lack of funding denies some members participation in committee meetings. Lack of funding excludes those with experience but no money. Financial support for world service projects should not have to come from personal funds, nor from the funds of the more financially stable regions.* **Solutions offered:**

- Complete funding for each elected or appointed member of any world service board or committee, not just certain members.

**Criteria for funding allocation;
availability of funds for committee operation**

Problem: *Lack of minimum budget for Outreach ad hoc.* Although there has been overwhelming support for the establishment and continuation of the Outreach ad hoc at the WSC, there has been no funding linked to achieving the work designated by the WSC. Creating or continuing an ad hoc committee implies a responsibility for funding and staff resources to accomplish the committee's stated purpose. *Solutions offered:*

- To fulfill our primary purpose, all ad hoc committees should be allocated a basic budget, which would include some attendance at committee meetings, WSO staff support, and communications with the fellowship.

Utilization

Strength: *The funds we have received have been used to complete projects to directly serve our primary purpose.*

STRUCTURE--DECISION MAKING

Orderliness of process

Strength: *There is a sense of order in our process, and our process is only as orderly as it needs to be.*

Guidelines reflecting procedures and actions

Strength: *Our unestablished internal guidelines are working.*

Relevance of decisions to primary purpose

Strength: *The greater majority of our decisions are relevant to our primary purpose.*

STRUCTURE--COMPOSITION

Diversity, range of skills

Strengths: *These categories were identified as strengths.*

Process, procedure for adding new members

Problem: *Admin's misinterpretation of the WSC's directions regarding the Outreach ad hoc.* Refusal by Admin to appoint PI committee nominee to Outreach. Refusal by Admin to appoint Outreach member to Composite Group. *Solutions offered:*

- There needs to be a method to enforce conference decisions between conferences.

STRUCTURE--MEETINGS

Number of meetings

Problem: *The infrequency and small number of committee meetings directly affects the capability of the committee to adequately perform its assigned tasks. Meeting only at the WSC, and possibly at one quarterly, does not provide adequate time to develop and process input required to complete our work assignments. Solutions offered:*

- Additional committee meetings, held separate from other events, to focus on project work.

Size, contribution during meeting, utilization of available time

Strengths: *These categories were identified as strengths.*

COMMUNICATION

Within your committee

Problem: *Committee communications with its own working groups are underdeveloped. This despite the fact that internal communications between committee leadership and voting members has improved. The communication failure seems to be from the associate members to the work group leader. Solutions offered:*

- Implement our associate member guidelines as amended by committee at WSC'94.

With other boards and committees

Problem: *Inadequate communication between boards and committees within same level of service. Lack of communication between world committees and boards leads to misperceptions, accusations of overlap when there is none, and competition for scarce resources. Solutions offered:*

- Have some kind of regular non-motion, non-decision-making world leadership meetings for the purpose of intercommittee and board communication.
- Outreach ad hoc committee quarterly report to other world service boards and committees and registered local outreach subcommittees.

With the fellowship

Problem: *There is a lack of accurate information communicated within the fellowship about outreach.*

Solutions offered:

- Complete the *Outreach Handbook* and guide the development of outreach efforts within our fellowship.

COMMITTEE WORK CLIMATE

Strengths:

1. The openness of our discussion.
2. In the midst of diverse opinions, there is a desire to find common ground.
3. Although there is a level of apprehension, there is underlying trust within the committee.
4. We have a strong sense of accomplishment within the committee.

WSC POLICY COMMITTEE

PURPOSE

Problem: *Policy Committee has no clear role within world services.* Other committees and boards develop policy. There is no single point of decision and accountability for presentation to the WSC. *Solutions offered:*

- Designate and support single body responsible and accountable for policy work to the WSC.

Goals and planning

General strengths: *Short term goals, project planning.*

Problem: *Neither Policy in particular nor world services in general engage in long-term planning and priority setting.* Policy is assigned tasks that it is unable to complete due to lack of continuity in membership, change in project scope and shape each year, and changes in project priorities each year. The committee cannot plan long-term because WSC doesn't. *Solutions offered:*

- 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.
- Long-term plans for each board or committee should include reasonable project timelines that take resource availability into consideration. Adequate resources should be appropriated for each project.

Problem: *Policy Committee's purpose, as stated in TWGSS, is inadequate and inaccurate.* TWGSS: "The purpose of the WSC Policy Committee is to evaluate suggestions in conference policy or procedure and proposed changes or modifications to the service structure." We recommend and propose changes and originate work, but this is not stated. *Solutions offered:*

- Establish adequate and accurate purpose.

Problem: *Policy Committee has been assigned projects concerning philosophical issues still unresolved by the conference.* When the WSC is divided on basic beliefs--like RSR participation, or rotation and continuity--it cannot give guidance to the committee on project scope in developing procedure. *Solutions offered:*

- Demand guidance from the WSC on scope, expectations, and need for projects.

Problem: *Policy Committee has no documented planning process.* There are no internal guidelines. *Solutions offered:*

- Document guidelines which accurately reflect how Policy operates.
- Develop and document planning procedure in accordance with operational guidelines.

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Problem: *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.*

Solutions offered:

- Develop service structure complete with specific delineation of responsibility, authority, and accountability, per Twelve Concepts.

Annual review of own work

Problem: *Policy Committee has no annual work review or set standards for committee effectiveness. The absence of an annual work review and set standards impairs the committee's ability to assess work quality and the work in relation to long-term planning.*

Solutions offered:

- Review work annually; develop ongoing self-evaluations.

Services to groups, areas, and regions in achieving primary purpose

Problem: *There are no steps taken to ensure Policy material is translatable or translated. Members of fellowship in different parts of the world have unequal access to Policy work, and thus unequal ability to impact its direction.*

Solutions offered:

- Increase translations and availability of translated material to membership.

Cost effectiveness of services provided

Strength: *This category was identified as a strength.*

RESOURCES--COMMITTEE MEMBERS

Work distribution; delegation

Strengths: *These categories were identified as strengths.*

Clarity of roles, responsibilities

Problem: *The roles and responsibilities of interested NA members in committee work is undefined. Lack of a role definition prevents wise use of the human resource they represent.*

Solutions offered:

- Define interested members' role; document; educate.

RESOURCES--WSO STAFF

Trust; effective utilization

Strengths: *These categories were identified as strengths.*

Staff involvement in committee work; clarity of roles and responsibilities

Problem: *Special workers' role and relationship with committee and world services is undefined.* Lack of definition lends to confusion on what is fair to expect from special workers in terms of participation and role with the committee. *Solutions offered:*

- Clarify and define special workers' role with world services.

RESOURCES--FUNDS

Criteria for funding allocation; availability of funds for committee operation

Problem: *Inadequate funding, inaccurate budgeting.* Inadequate funding results in undue personal expenditures and limits participation in world services. There is no standing funding criteria. Actual expenses for services are not documented (that is, personal). *Solutions offered:*

- Apply Concepts Two and Eleven.
- Unified budget in which world services takes responsibility for all world service efforts. Increasing and stabilizing funding is part of this responsibility.
- Provide accurate, inclusive reports of all expenditures and develop budgets accordingly.
- Clarify further the responsibility of committee members in funding.

Utilization

Strength: *This category was identified as a strength.*

STRUCTURE--DECISION MAKING

Orderliness of process

Problem: *Policy Committee's rushed decision making has resulted in poor decisions and inconsistency.* Limited time encourages reactionary rather than proactive decision making, inadequate short- and long-term planning. Outside influences and pressures have unduly impacted decisions. *Solutions offered:*

- Demonstrate effective leadership by addressing causal issues rather than solely addressing resulting problems.

- Reduce revisiting previously made decisions; stick with difficult decisions.
- Increase communication and decision making between meetings.

Relevance to Concepts Five, Six, and Seven

Strength: *This category was identified as a strength.*

STRUCTURE--COMPOSITION

Diversity

Problem: *Policy Committee membership lacks diversity.* Committee composition does not reflect world fellowship; instead, reflects conference. Linguistic, financial, and cultural barriers restrict participation due to lack of translations, money, and experience.

Solutions offered:

- Explore national level of service. Then explore cost equalization for the then-smaller pool of world-level trusted servants.
- Further inclusion steps would be to:
 1. approach those not included for input
 2. encourage all members to serve
 3. increase translations

Range of skills; plan for adding new members

Strengths: *These categories were identified as strengths.*

STRUCTURE--MEETINGS

Number of meetings

Problems: *There are not enough meetings during the year.* Policy Committee has insufficient access to resources to give adequate attention to projects. The assigned work needs more attention than one meeting a year, and this meeting must also include future planning. **Solutions offered:**

- World services should appropriate resources sufficient to accomplish directed tasks in specified timeline.
- Policy should develop reasonable expectations in accordance with time and resource allotment.

**Contribution during meeting;
availability of preparatory material**

Strengths: *These categories were identified as strengths.*

STRUCTURE--ORIENTATION

Problem: *Policy Committee has sketchy documented internal guidelines. Members are not held accountable for participation. There are no internal guidelines. Solutions offered:*

- Document guidelines which accurately reflect how Policy operates.

COMMUNICATION

Problem: *Poor communication has resulted in inadequate information and a lack of integrity in communication. Sanitized reports lacking in substance, coupled with infrequent contact and limited access to information, have damaged committee and conference communications. Solutions offered:*

- Develop effective communications with integrity.
- Open up communication channels by making time to discuss works-in-progress within and between committees.
- Include committee members on WSC participant mailing list.

Problem: *Fear of perception of our committee and our work. Policy has, at times, failed to present itself in a way that could be perceived by others as positive or politically correct. Solutions offered:*

- Increase committee resolve; demonstrate effective leadership.

COMMITTEE WORK CLIMATE

Strengths: *Openness of discussion, diversity of opinion, trust.*

WSC HOSPITALS AND INSTITUTIONS COMMITTEE

PURPOSE

Goals achieving primary purpose

Strength: *This category was identified as a strength.*

Project planning

Problem: *Development and implementation of goals and objectives. Inconsistent approach to project development, planning, and implementation. Poor utilization of committee members with respect to experience. Redundant projects; too "all encompassing."* **Solutions offered:**

- Develop a methodology and budget for planning, including questions about necessity, size, and scope. Include committee members in the process and utilize their experiences and strengths.

Problem: *Committee structure, project planning poorly managed. Solutions offered:*

- Better organization. Written procedures.

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Problem: *Persons other than WSC H&I members are being sent to local H&I events, and WSC H&I has no input into decision-making process behind this.*

Solutions offered:

- A set amount should be incorporated into the WSC H&I budget for local H&I event participation, with WSC H&I leadership making the decision about who is sent according to experience and location.

Services to groups, areas, and regions in achieving primary purpose

Problem: *Lack of interaction with fellowship. Shift of focus from WSC H&I participation at local fellowship H&I events to other projects. WSC H&I is not available as a resource to ASC and RSC H&I subcommittees. Money doesn't seem to be the biggest problem here--WSC H&I members would attend local events if they knew about them ahead of time and if areas and regions would offer to help offset expenses.* **Solutions offered:**

- Fund participation of WSC H&I members in local H&I events.
- Maintain calendar of local H&I events so as to plan WSC H&I participation more consistently.
- Educate ASC and RSC H&Is that WSC H&I members are available--maybe they could help with funding.

RESOURCES--COMMITTEE MEMBERS

Delegation; clarity of roles, responsibilities

Problem: *Committee structure poorly managed.* Delegation, clarity of roles and responsibilities, lack of focused leadership. *Solutions offered:*

- Better utilizations of time and talent.

RESOURCES--WSO STAFF

Strength: *This entire category was identified as a strength.*

RESOURCES--FUNDS

Criteria for funding allocation; availability of funds for committee operation

Problem: *Insufficient funds allocated to H&I committee.* Not enough money allocated to WSC H&I for projects, member attendance at the WSC and three quarterly meetings, member attendance at local H&I events, publications, or number of times WSC H&I meets per year. Insufficient committee input into WSC H&I budget. *Solutions offered:*

- A budget is prepared by leadership for discussion at a committee meeting. Leadership then presents it to Interim.
- A shift in WSC spending priorities.
- Education of RSRs about H&I.
- Develop criteria for funding requests.
- Funding for WSC H&I Committee members.

STRUCTURE--DECISION MAKING

Orderliness of process

Problem: *Committee structure poorly managed.* Orderliness of process, disorganization. *Solutions offered:*

- Better organization. Written procedures.

STRUCTURE--COMPOSITION

Diversity, range of skills, participation

Strengths: *These categories were identified as strengths.*

Basis for selection, removal

Problem: *Committee structure poorly managed:* Basis for selection and removal.
Solutions offered:

- Develop written procedures for selection, removal of committee members.

STRUCTURE--MEETINGS

Contribution during meeting; utilization of available time; availability of preparatory material

Problem: *Committee structure poorly managed.* Participation, utilization of time and talent, poor preparation. *Solutions offered:*

- Better utilization of time and talent.
- Better and more frequent communication.

Problem: *Orderliness of business meetings.* At times, committee meetings are disruptive, disorganized, and redundant. They don't begin or end on time, are unbusinesslike, and personalities are allowed to enter into things. The responsibility for this problem falls onto the shoulders of committee membership as well as leadership.
Solutions offered:

- All members of the committee need to practice self-discipline and maintain their sense of unity of purpose.
- Proper preparation for meetings.
- Adherence to rules of order, by members as well as leadership.
- Eliminate repetition.
- Follow agenda.
- Review and rewrite, if necessary, committee rules of order.

STRUCTURE--ORIENTATION

Problem: *Committee structure poorly managed:* Orientation, written responsibilities.
Solutions offered:

- Develop member orientation, training program.

COMMUNICATION

Within your committee

Problem: *Communication within WSC H&I Committee.* Communication between committee leaders and members seems to break down; information is not exchanged. Communication does not always have to be "formal," as in memos, reports, and the

like. Informal phone calls from leadership to all members--both voting and pool--would be helpful. *Solutions offered:*

- Develop written policies concerning formal communications between committee leaders and members.
- Initiate conference calls between committee leaders and committee work-group chairs.
- Develop pool-member orientation program.

With other boards or committees

Problem: *Communication with other WSC boards and committees.* Lack of awareness of what other boards and committees are doing results in duplication of services (for example the H&I survey). *Solutions offered:*

- Network with other WSC boards and committees.
- Adopt an attitude of openness with respect to other boards and committees.
- Have regularly scheduled leadership meetings between chairs and vice chairs of all WSC committees and boards.

With the fellowship

Problem: *Communication with the fellowship.* Some areas and regions are not aware of who we are and what we do or what we can provide. *Solutions offered:*

- Better utilize existing communications tools (*Conference Report* and *Digest, Reaching Out*, etc.).
- Increase direct communications with area and regional H&I subcommittees.

COMMITTEE WORK CLIMATE

Conflict resolution

Problem: *Committee structure poorly managed:* Conflict resolution. *Solutions offered:*

- Develop written procedures for conflict resolution within the committee.

WSC PUBLIC INFORMATION COMMITTEE

PURPOSE

Goals and planning

Problem: *As a committee, our goals and direction are not focused. A lack of clearly defined, measurable, achievable long- and short-range goals. We set goals haphazardly as the situation of the moment dictates, reacting to crises rather than fitting them into the big picture. Solutions offered:*

- Readdressing a five-year plan and after reevaluating it adopt it to get a focus.
- Utilize the public relations statement of purpose in making our long- and short-term goals.
- Assess the needs of the fellowship.
- Develop short-term goals that are bound by time, measurable, so we can know if we've achieved them.
- Periodic review of work.

Goals achieving primary purpose

Strength: *This category was identified as a strength.*

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Problem: *Lack of input into and participation in professional (non-NA) events. We are not aware of them, we have limited input, and we're not asked to participate. We find out about them after the decision has been made, but we don't have input into the decision. The participation aspect is a problem. The training of additional world-level trusted servants to participate in these events is key. Solutions offered:*

- All professional (non-NA) events should be a training exercise.
- PI Committee leadership should work in conjunction with the Interim Committee and WSB External Affairs to decide what events to attend and who should go.

Annual review of own work

Problem: *Lack of annual review with a set of standards to evaluate effectiveness and productivity. At the end of the year we never review where we've been and where we're going. We have no standards, and thus cannot determine if we've met them. Solutions offered:*

- At our next planning meeting, we should set goals and objectives for the next three years and at the end of each conference year review the year to see if we were able to meet them.

- Develop a set of standards to measure our effectiveness and place them in the long-range plan and evaluate our effectiveness on an annual basis.
- Have each committee member do a self-evaluation form that will be discussed by the committee.
- Ask ourselves, "Does what we are doing further our primary purpose?"
- Ask the fellowship if we are doing okay.
- Include annual review of PI products in our long-range PR plan.
- Annual review by the committee chair of the work group leaders.
- Leadership polls each working group member.
- Discuss the annual review in the committee as a whole.
- The review process should be proactive, organized, and continual.
- Our annual review should be discussed in the *PI News*.

Services to groups, areas, and regions in achieving primary purpose

Problem: *There is no master plan for increased participation in local PI learning days. We are not proactive in reaching out to attend local learning days. Solutions offered:*

- Put notices in the *Conference Report* and *Digest* and in *PI News* that WSC PI members are available as resources for local PI learning events.

Problem: *WSC PI has limited communication and interaction with local levels of service. There is limited funding for attendance at local events. Many NA members do not understand PI and do not support the PI committee. Solutions offered:*

- Use of continental resource groups could be a great help and provide a big savings to NA.
- We could provide our own funding to attend events in our region locally or close to us geographically.
- Further define the role of public relations to public information and communicate that effectively to the fellowship.
- Develop a budget line item for attendance at local PI learning events.
- Communicate with the regions that it is their responsibility to request PI attendance at local PI learning events.

Problem: *Lack of a process to ensure translatability and adaptability of PI service materials. When we create PI service materials, we are never sure if it can be used by NA communities everywhere around the world. Solutions offered:*

- Begin a dialogue with Translation to gather information about the needs of NA communities around the world.

Origination of service projects

Strength: *This category was identified as a strength.*

RESOURCES--COMMITTEE MEMBERS

Work distribution

Problem: *Poor scheduling of time and a lack of respect for human limits in reference to time.*

- No solution offered.

Problem: *Lack of effective work distribution within the committee.* Assignments for work have been given to whomever has volunteered; hence, everyone ends up on the "fun" work group. *Solutions offered:*

- Eliminate work groups and change the focus of the committee to a philosophical idea-generating, directing group.
- Utilize members' special talents.
- Rotating assignments.

Trust

Problem: *Lack of trust within WSC PI.* Personalities and egos get in the way. Everyone wants to give input and have the last word on everything; "separation anxiety." Some members of the committee do not follow through with their commitments. *Solutions offered:*

- More communications among committee members on projects and on social levels.
- Being more honest with our feelings and our thoughts during business meetings. (Don't say it in the hallway--say it in the business meeting.)
- Reach consensus and learn to let go of what is not yours by working together and being willing to compromise.
- Follow through with all of our commitments inside and outside of our committee.
- Less fear, more faith--and the ability to focus on the big picture.
- We need to keep the communication open and be creative in developing solutions, not just dwelling on the problems and feeling like victims.
- Do some team-building exercises with an outside facilitator--but it's got to be *fun*.
- Exchange projects within the committee, switching project leaders and not letting one individual become the project.
- Keep it simple.
- Honor our commitments.
- If we geographically did events together, we would get more information about each other and develop more trust and skills for better flow.

Problem: *We don't meet on a regular basis.* When we meet we have a hard time being direct and honest with each other. *Solutions offered:*

- Apply spiritual principles to our committee.
- Have dinner together. Have a social event.
- Make sure that we individually are serving for the right reasons.

- Have a "team" attitude.
- Elect qualified individuals who can get the job done.
- Bring the hallway discussions into open business meetings. No holding back or backbiting.
- Take, make, find the time to get to know each other.
- Use a buddy system pairing old members with new members.

RESOURCES--WSO STAFF

Involvement in committee work

Strength: *This category was identified as a strength.*

Clarity of roles, responsibilities

Problem: *There is a lack of clarity of the WSO's role and responsibilities. A change in management style at the WSO has caused confusion regarding who is responsible for what activities in PI. We are never sure who and when someone is responsible for PI, what their scope is, and it changes a lot. Solutions offered:*

- Begin a dialogue with the WSO board about the roles and responsibilities of the PI coordinator. Encourage them to hire a public relations director and assume a more active role than just responding to fellowship requests.
- WSC PI make a list of what we want and negotiate agreement.

RESOURCES--FUNDS

Availability of funds for committee operation

Problem: *Lack of adequate funding to function as a WSC public information committee. Lack of full committee funding prevents WSC PI from functioning to meet the needs of the fellowship. Lack of specific line-item budget prevents the WSC PI Committee from meeting the needs of the fellowship regarding PI. Solutions offered:*

- Full funding for voting members of WSC PI.
- Supply the WSC PI Committee with a percentage of the annual budget and allow us to administer it ourselves.

Problem: *Lack of funding for phone calls if not part of the leadership.*

- No solution offered.

STRUCTURE--DECISION MAKING

Orderliness of process; guidelines reflecting procedures and actions

Problem: *Lack of consistent decision-making process within the committee. Sometimes we use our guidelines; sometimes we don't. Solutions offered:*

- Encourage the committee to work toward consensus. We may find that we have better compliance with our decisions.
- Apply the Twelve Traditions and Twelve Concepts.

Handling of input from staff or committees; relevance to Concepts Five, Six, and Seven

Strengths: *These categories were identified as strengths.*

STRUCTURE--COMPOSITION

Diversity

Problem: *WSC PI lacks global membership. Lack of participation by non-USA members. Lack of international nominees. North American focus. Lack of funding. Solutions offered:*

- Change the focus from a national PI committee to world PI committee with special care taken to support the fellowship worldwide.
- Work more closely with Translation to produce PI service materials.
- Develop ongoing dialogues with international communities.
- We need to recruit members from outside the USA and Canada and attempt to secure funding for them to travel to quarterlies and the WSC.
- Make a learning forum for RSRs worldwide at the WSC annual meeting.

Range of skills; attendance

Strengths: *These categories were identified as strengths.*

Basis for selection, removal

Problems: *Inconsistent selection and removal processes of PI committee members. Not clear on how to select out of the pool. We don't have a clear mandate on how to hold members accountable. Solutions offered:*

- Develop specific criteria for membership.
- Restructure the pool.
- Have all committee members elected by the conference.

- Personal contact with individuals if they are showing a lack of interest. If their personal lives are interfering with their commitments, help them lighten their burdens and move on.

Clarity regarding requirements

Problem: *Lack of clarity regarding roles and responsibilities of PI members. "I didn't know I was supposed to do that." We're not all on the same page with what we are supposed to be doing. Solutions offered:*

- Update our guidelines.
- Restructure the committee, redefine its focus and the roles and responsibilities of its members.

STRUCTURE--MEETINGS

Size; contribution during meeting

Strengths: *These categories were identified as strengths.*

Number of meetings

Problem: *We don't meet on a regular basis. When we meet we have a hard time being direct and honest with each other. Solutions offered:*

- Request four meetings per year.

Utilization of available time

Problem: *Poor utilization of time at committee meetings. We all want to have the last word on everything. Too much on the agenda. Short attention spans. Poor preparation. Solutions offered:*

- Schedule work groups as the priority and schedule more work activities at the WSC.
- Better scheduling of our meetings.
- Prepare better.
- Increase to four meetings per year.
- Let go of the last word.

STRUCTURE--ORIENTATION

Problem: *Lack of adequate orientation for new members of WSC PI. New members of PI committee do not feel that they understand the scope and purpose of the committee. Solutions offered:*

- Improve the orientation package and use the sponsorship concept of pairing an experienced member with a new member for the purpose of guidance and help.
- Ask new members to assess our orientation packet.

COMMUNICATION

Within your committee

Problem: *Poor communication within our committee.* We have haphazard mailings.

Solutions offered:

- Better reporting by working group leaders to all members, at least quarterly.
- Make better use of and have timely periodic mailings.
- Make a personal commitment to stay in touch with each other by use of monthly phone calls, letters, etc.

With other boards and committees

Problem: *Poor communications with other elements of world services.* No direct lines of communication. Communication forms vary with the situation (letter, phone, fax, etc.). **Solutions offered:**

- Cooperate with other boards and committees about their decisions that affect us.
- Proactive communication with other boards and committees and lead by example.

With the fellowship, the public

Problem: *Poor communication between committee and the fellowship.* *PI News* goes out on an irregular basis. The number of regions in the fellowship is unwieldy. Behavior and lack of language limits worldwide appeal. **Solutions offered:**

- Regular production of the *PI News* with an international focus.
- Translate the *PI News*.
- Increase input to the *Conference Report* and *Digest*.
- Develop new ways to communicate.

Problem: *Inconsistent production schedule for PI publications.* Namely, *PI News* and *NA Update*. **Solutions offered:**

- Clearly define a production schedule and stick to it.
- Aggressively solicit contributions for publication in *PI News* and *NA Update*.

COMMITTEE WORK CLIMATE

Conflict resolution

Problem: *Poor conflict resolution within the PI committee.* We don't meet often enough. When we meet we have trouble resolving our internal conflicts. The problems are hidden. *Solutions offered:*

- Develop a process for conflict resolutions.
- Meet more often.
- Open communication, keep everyone informed, face the issues and commit to resolving them, compromise, be more considerate, invite all parties to be involved in the resolution process, practice both unconditional love and spiritual principles.

Sense of accomplishment

Problem: *Lacks a sense of accomplishment.* Due to our lack of full committee funding, poor communication, inability to complete tasks on time, and sense of competition with the WSB. Several projects have been taken away from us. *Solutions offered:*

- Do a better job of communicating with each other.
- Set accomplishable short- and long-range goals.
- Use our annual review to highlight our accomplishments during the year.
- Implement the long-range public relations plan.
- Restructure the committee.
- Get some funding to do a national/international PI campaign.
- Going to and sponsoring a couple of PI workshops.
- Better define our purpose within world services.

WSC LITERATURE COMMITTEE

PURPOSE

Goals and planning

Strengths: *Long-term goals, short-term goals, budget related to goals, goals achieving primary purpose, project planning.*

Problem: *Lack of long-term planning.*

Solutions offered:

- Develop three- to five-year plans, moving toward five- to ten-year plans.

SERVICES PROVIDED

Strengths:

1. Awareness of what other committees and boards in NA are doing.
2. Annual review of own work.
3. Criteria for the removal of products.

Services to groups, areas, and regions in achieving primary purpose

Strength: *This category was identified as a strength.*

Problem: *Communicating with and serving the portion of the fellowship that cannot speak English.*

Solutions offered:

- Literature outreach
- Encourage interrelatedness of Translations and Literature committees.

Origination of service projects

Problem: *WSC-LC lacks proactive direction.*

Solutions offered:

- Add to our guidelines a process for initiating projects by the WSC-LC.

Cost effectiveness of services provided

Problem: *Question whether services provided by WSC-LC are cost effective.*

- No solution offered.

RESOURCES--COMMITTEE MEMBERS**Strengths:**

1. Work distribution
2. Trust
3. Involvement in staff work
4. Clarity of roles and responsibilities

RESOURCES--WSO STAFF**Strengths:**

1. Trust
2. Involvement in committee work
3. Clarity of roles and responsibilities
4. Staff involvement in policy decisions

Staff involvement in committee work, policy decisions

Problem: *Lack of clear differentiation between roles and responsibilities of WSC-LC members and WSO staff.*

Solutions offered:

- Utilize Twelve Concepts, especially Concept Five.

RESOURCES--FUNDS**Criteria for funding allocation;
availability of funds for committee operation**

Problem: *Lack of funding and WSC criteria for funding allocation.*

Solutions offered:

- Ratification of unified budget at the conference in conjunction with long-term planning.

Utilization

Strength: *This category was identified as a strength.*

STRUCTURE--DECISION MAKING**Strengths:**

1. Orderliness of process
2. Availability of needed information
3. Handling of input from staff or board/committee

STRUCTURE--COMPOSITION

Diversity

Problem: *Lack of cultural diversity among WSC-LC membership.*

Solutions offered:

- Establish full funding for all committee members.

Range of skills; attendance

Strengths: *These categories were identified as strengths.*

Basis for selection, removal

Problem: *Lack process for removing WSC-LC members who don't attend meetings, participate in the committee, or fulfill work assignments.*

Solutions offered:

- Create a process.

Plan for adding new members

Problem: *Plans for adding new members are deficient.*

Solutions offered:

- Adopt similar process for appointments as we have for nominations. Create a procedure for appointments.

Clarity regarding requirements

Strength: *This category was identified as a strength.*

Problem: *WSC-LC guidelines could be improved.*

Solutions offered:

- Guideline revision, including delineation of responsibilities and accountability.

STRUCTURE--MEETINGS

Strengths:

1. Size
2. Attendance
3. Contribution during meeting
4. Utilization of available time
5. Availability of preparatory material including for those items on agenda

Location

Problem: *Our meeting locations impact our ability to utilize working groups.*

Solutions offered:

- Utilize WSC-LC general members and regional literature subcommittees to form working groups with WSC-LC registered members as leaders.

STRUCTURE--ORIENTATION

Problem: *Lack of orientation, background information for new committee members.*

Solutions offered:

- Adopt orientation procedure that includes a mentor relationship.

COMMUNICATION

Strengths:

1. Integrity of communications (Concept Eight)
2. Communication within the committee
3. Communication with the fellowship

Communication with other boards and committees

Problem: *WSC-LC perceives communication problem among all elements of WSC board and committee system.*

Solutions offered:

- Improve working relationship within the WSC so as to get a better perspective on fellowship needs.
- Apply Twelve Concepts, especially Four, Five, and Nine.

Communication with local literature subcommittees

Problem: *WSC-LC perceives communication problem within literature structure (that is, among WSC-LC, regional lit subcommittees, and area lit subcommittees).*

Solutions offered:

- Include protocol for three regular summary reports in rewritten guidelines.

COMMITTEE WORK CLIMATE

Strengths: *General, in all areas of this category.*

Problem: *Impaired ability to express diverse opinions and resolve conflict.*

Solutions offered:

- Committee should have more communication, including more meetings and calls.
- Leadership should encourage free expression of opinions.

WORLD SERVICES TRANSLATION COMMITTEE

PURPOSE

Project planning

Problem: *Resource management--setting priorities for translation work.* Translations work is prioritized by the WSTC, the WSO board, Interim, and the WSC itself. There is no one place to look at the whole picture, and no "single point of responsibility and accountability." *Solutions offered:*

- Unified budget and centralized administration for world services.

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Problem: *WSTC is outside the world service communication loop.* The WSTC chair is not integrated into world service meetings or communications. Further, there is confusion about the role of dual members (on WSTC and on other world service boards or committees) and whether they speak at WSTC for the other entities to which they belong. The WSTC is a standing conference committee; the only difference is its chairperson doesn't vote in the WSC. *Solutions offered:*

- Include the WSTC chair in world service meetings and communications.
- Clarify role of dual WSTC members.
- Clarify status of WSTC within world service board and committee system, and include rather than exclude it.

Services to groups, areas, and regions in achieving primary purpose

Problem: *Translations of service materials is not adequately covered in our policy.* The translation policy in TWGSS does not adequately address what the process is in regard to service materials. We have not prioritized the translation of service materials, due to lack of resources. There is no current provision for the production of translated service materials by the WSO other than on an informal basis. *Solutions offered:*

- Clarify what falls under the FIPT category of service materials. Need direction from WSO board.
- Amend translation policy re. service materials, and communicate to local translation committees that the amendment has taken place.

Problem: *Evaluation of translated material for conceptual fidelity.* Lack of consistent assurance within committee that the actual translations are faithful to NA philosophy. This is one of the committee's primary purposes. *Solutions offered:*

- Change the translations evaluation process--formalize it and develop standards.
- WSO and WSC should give greater latitude in allocating resources necessary to evaluate translations.
- We need further discussion about the "line" of conceptual fidelity.

RESOURCES--WSO STAFF

Problem: *Lack of staff at WSO.* There is extremely limited staffing for internal and external communications and coordination. The WSTC merely functions in an administrative capacity; the bulk of the work is staff, not committee-dependent. Limited staffing at the WSO for translations projects results in projects being put on hold. Staffing for translation-related work is treated like any other world service board or committee, but if the WSO's purpose is primarily printing and distribution of literature then staffing and spending in the Translation and Production departments needs to increase accordingly. *Solutions offered:*

- Personnel should be added to the WSO Production Department and Translation Department.
- The WSO sales policy should be revised, and every NA community should pay its fair share for recovery literature. The USA and Canada will never be able to generate all of the necessary funds for production and distribution of literature worldwide.

RESOURCES--FUNDS

Problem: *Lack of resources for translation-related travel.* Need for development trips to interface directly with the fellowship. The communications problems experienced by world services normally are compounded by the nature of our work.

Inadequate oversight of and involvement with the translations work process by the committee--for example, the evaluation process to ensure conceptual fidelity of translated material. *Solutions offered:*

- More flexibility in the budget, allowing for planning and carrying out of trips as needed. Whether discretion is left to Interim or WSTC is not a concern.

Problem: *Ability to begin new projects--lack of resources.* All of world services is expected to be responsive rather than proactive. We are aware of many needy, struggling communities with no literature in their language. It would probably require a concerted effort by the WSTC to get them literature in the foreseeable future. We know that our resources are severely limited and that we cannot adequately respond to the requests before us. Nonetheless, the NA message is not getting to communities that need it. *Solutions offered:*

- Dedicate more resources to translation work, especially at the WSO.

Problem: *Translation work is not a high priority in world service work. World services maintains ownership and control of all recovery literature but does not accept the corresponding responsibility to dedicate resources to translation work. Solutions offered:*

- Make all NA communities contribute to the resource pool for translation work, perhaps by revamping the existing WSO sales policies and licensing agreements.
- World services should make translation work a priority.
- World services should either accept the responsibility for translation work that goes along with centralized control of NA literature—or cut it loose.

STRUCTURE--DECISION MAKING

Problem: *Decision-making, conflict-resolution processes don't work well between meetings, which are few and far between. Communication is difficult between meetings because WSTC members are scattered across the globe. Calls and meetings are few, and we do not have a formal communication process. We need to improve our decision-making, conflict-resolution, and delegation processes. Solutions offered:*

- Schedule calls and meetings more efficiently.
- Plan better, develop better procedures to maximize the meetings and calls the committee has.
- Use small groups as liaisons to specific local translation committees and language groups between meetings.

STRUCTURE--COMPOSITION

Plan for adding new members

Problem: *Assignment of WSTC members by other world service entities. WSTC membership is created by four entities. While this has proved valuable in certain ways, it has put us at their mercy for recruiting new, qualified members. Solutions offered:*

- Short term: Allow the WSTC to select new members from the other entities.
- Long term: A new service structure.

Process for adding new members

Problem: *Difficulty in getting experienced nominees from local translation committees without negatively impacting translation work in progress. We ask new WSTC members to resign from their local translation committees to prevent conflicts of interest. Solutions offered:*

- This problem will be corrected through time. The translations processes will develop and there will be increasingly more nominees free to work with the WSTC.

Clarity regarding requirements

Problem: *Lack of clarity regarding requirements for WSTC membership--none in our guidelines. Solutions offered:*

- Develop written WSTC membership qualifications for committee guidelines.

STRUCTURE--MEETINGS

Number of meetings

Problem: *Lack of resources for committee meetings. Meeting time is scarce--two meetings outside the conference each year for the last two years, and both years time was taken up by the inventory. Solutions offered:*

- More flexibility in the budget, allowing for meetings as needed. Whether discretion is left to Interim or WSTC is not a concern.
- Meetings need to make more of our time together. One meeting should be in a forum setting.

Attendance; location

Problem: *Meeting attendance at the WSC--scheduling conflicts--interactions with other world services entities. Because many of our committee's members are also members of other world service boards or committees, it's hard for us to hold a meeting at the WSC or a quarterly. This is because the other boards and committees are meeting at the same time, and their members can't attend our meeting. Dual membership serves our committee's purpose well; however, so does the ability to meet at the WSC, where so many non-English-speaking RSRs are already present. Solutions offered:*

- A new service structure.

COMMUNICATION

Problem: *Communication breakdowns, untimely communications--within WSTC, and between WSTC and local translation committees. We don't have enough staff to handle the volume of communications effectively. Our procedures about what to do with communications don't work very well. Solutions offered:*

- Increase staff assigned to WSTC.
- Develop procedures for handling WSTC communications, within the committee, and between the WSTC and local translation committees.

Problem: *Translations of other world service communications and periodicals. There is a lack of clarity and definition about what gets translated by world services and by whom, in which languages, when, and where. Solutions offered:*

- Identify what communications and periodicals get translated, and how.
- Provide the resources necessary to accomplish such translations.

WSO BOARD OF DIRECTORS

PURPOSE

Problem: *Lack of adherence to Twelve Concepts.* The fellowship approved them--we need to live by them or try to have them rescinded, but not just ignore them.

- No solutions offered.

Goals, planning

Problem: *Conflicting goals create conflicting policies which result in inequitable and inefficient work distribution.* Current configuration of world services is geared toward short-term solutions generated on an annual basis with no long-term vision. *Solutions offered:*

- Development of a global consensus of a vision for NA.

Problem: *Lack of long-range planning.* Financial instability and lack of employee training during the last five years have prevented the WSO board from moving out of crisis-management mode and into the execution of a coherent, long-range business plan. *Solutions offered:*

- Business plan.

Problem: *Lack of long-range goals.* Planning for the goals is inadequate. Part of the problem is that WSO's relation to NA's purpose is subject to individual interpretation. Another aspect is time--meetings of the WSO board each time to plan goals or projects. On top of this, not all members of the board are of like mind, which is good but can cause problems when we try to decide major issues. *Solutions offered:*

- Have specific planning a part of our work. The business plan may be a part of this.

Problem: *Focus has been on short-term goals and crisis management.* There has been no time or effort to look at long-range visions and goals for the WSO. Efforts have focused on keeping the business afloat through the lean years. *Solutions offered:*

- Establish an ad hoc group of visionary directors and senior staff to develop a long-range vision, including five-year and ten-year goals.
- Designate time for the entire WSO board to brainstorm without distraction.

Problem: *Without goals, objectives, and purpose translated into a strategic plan, at a minimum, WSO can only deal with the one-year time frame we currently work with.* *Solutions offered:*

- Development of a long-term WSO business plan.
- Utilize a business plan in the development of a global consensus of a vision for NA.

Problem: *WSO board is reactive, not proactive.* We "plan" from year to year, yet most projects run from three to seven years. Without proactive plans, all we can do is "oil the

squeaky wheel." Systemic dysfunction, typified by distrust, prevents communication within world service necessary for planning. *Solutions offered:*

- Change timeframe of conference work cycle by changing period of WSC meeting. Instead of every year, have the conference meet every three, or five, or seven years--enough time for a project to run, and enough time before the next WSC to plan other projects.
- 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.
- Publish these strategic and intermediate plans so that a WSO committee and WSO management, along with the fellowship itself, could clearly know what to expect in the future and could impact plans well in advance of their execution.
- Address the fear of changing the service structure. This fear is rampant within world services, but is less of an issue within the fellowship itself. Once the fear is dealt with, the transition plans--both strategic and tactical--will be simple to develop and easy to execute.

SERVICES PROVIDED

Awareness of what other committees and boards in NA are doing

Strength: *This category was identified as a strength.*

Problem: *Duplication of services in world services.*

- No solution offered.

Problem: *Conflicting policies, jurisdictions:* WSO board, Interim Committee, trustees, WSC committees. Conflicts created by short-term timeframe for addressing long-term problems created by annual WSC. Unpredictable WSC decisions, limited WSC time frame prevent examination of "Big Picture." Duplication of services leads to ineffective work and wasted effort. Lack of trust. Examples:

1. Interim Committee approval required for WSO business travel.
2. Trustee must accompany staff on trips involving direct interaction with fellowship to ensure "correct message" given.
3. Final section of trustee guidelines in *TWGSS*, which allows trustees to have direct control of office operations that ought to be the responsibility of the WSO board.
4. Personal sniping between directors, trustees.
5. Various conflicting policies, excessive accountability requirements.
6. Emotional manifestations: fear, anxiety, anger, frustration.

Solutions offered:

- New service structure:

1. removes duplication of effort
2. adheres to the Twelve Concepts
 - a. delegation
 - b. definition of duties
 - c. responsibility, accountability
 - d. trust
 - e. communication
3. removal of conflicting, protectionist policies
4. better trusted servant selection process, giving more screening and accountability of trusted servants, and ability to do work

Problem: *Convoluted service structure makes effective decision making very difficult.* With the rotation of WSO board members and the necessary influence of and interaction with the other service arms, the board finds it difficult to recognize and simultaneously resolve many major business issues that it could otherwise address. The WSO board is responsible for the business development of NA's primary service center; entanglements with the other service arms drag the WSO business planning process out to such an extent as to invalidate it. Witness the relatively recent experiences with the appointment and eventual dismissal of an executive director; the politics and influence that went into that individual's selection show the convolutions of the *real* business structure we are enmeshed in. *Solutions offered:*

- A single board structure with global responsibilities.
- A unified, zero-based budgeting system.
- Adoption of the Twelve Concepts in practice as well as in principle.
- Total reorganization of world services on a more functional basis, with simultaneous assignment of authority and responsibility.

Problem: *Systemic weakness.* Planning and resource allocation are open to instant redirection by a *deus ex machina* called WSC. Staff and trusted servant time is also used up channeling information between and responding to a plethora of boards and committees. *Solutions offered:*

- Not a single board. As a unity it could never make informed decisions about anything and the real work would devolve to a small clique or oligarchy; as a delegated subunit, it would show exactly the same weaknesses.
- Two boards. Having devised and agreed upon a common long-term plan:
 1. One, the "conference side," would develop what was necessary within constraints of staff time and financial budgets.
 2. The other, the WSO board side, would manage the shop rigorously. One budget, with WSO operations ring-fenced.

Annual review of own work

Problem: *Inadequate time for annual review of work.* The only review of work that takes place now is budget-related. Nothing to measure production and performance against to detect cyclical problems before we are in the middle of them. *Solutions offered:*

- Business plan.

Problem: *Evaluation of services in general.* Do we truly evaluate how effective we are in carrying the message? Are our services directed by personal agenda? Also note that we do not utilize questionnaires or other input from people from outside our fellowship. *Solutions offered:*

- Evaluate the impact of what we do to try and carry the message. Individual reports from trusted servants about trips aren't sufficient.

Problem: *Review of work.* We should be inventorying ourselves regularly, and not just to provide a report. We provide an in-depth report to the fellowship, but we don't review our work as to whether it is adequate or effective. This is directly related to time. We barely have time to report what's done. A major problem impacting the WSO board's work is the WSC—if Interim or the WSC decide, they can totally change projects in progress. *Solutions offered:*

- Ongoing review by WSO board of its work. This does not need to be in-depth or involved to be helpful.

Origination of service projects

Problem: *WSO is given service projects by those outside WSO.* Origination of service projects has traditionally been seen as the exclusive domain of the WSC; more recently, the WSB has been factored into that equation. The WSO board has reacted to outside demands, but only rarely has it taken a proactive stance. *Solutions offered:*

- WSO board should spend time studying the needs of the fellowship in a proactive but not dictatorial way.

Criteria for removal of products

Strength: *This category was identified as a strength.*

Cost effectiveness of services provided

Problem: *World services are not cost-effective, specifically in areas of world services where services are duplicated: committees, trustees, office.*

Solutions offered:

- Unified system.

RESOURCES--HUMAN

Problem: *Wasting of human resources.* Solutions offered:

- Reduced reactive attitude.
- Globalized approach to service structure.

Problem: *Inefficient use of human resources, both volunteer and staff.* Too much work, too little time, very little planning. Work is assigned to people with a history of producing; no time to try out new people to see if they are capable and where they need training. *Solutions offered:*

- Employee training.
- Task delegation in non-crisis situations.
- Business plan.

RESOURCES--BOARD MEMBERS

Work distribution

Problem: *Work distribution is not equitable.* Executive Committee members have "triple duty" as board members, Executive Committee members, and Interim Committee members. All of us, because of the very things that qualify us for board membership, have very busy professional lives as well as other service commitments. This is a problem inherent in world services. Only those elected to world service leadership positions are allowed to sit on working groups and committees, while there is a vast sea of untapped talent out there in fellowshipland. *Solutions offered:*

- Rotating board-meeting facilitator.
- Rotating board members onto Executive Committee calls, meetings, etc.
- Utilizing non-board members as ad hoc members of board committees. Perhaps they can be drawn from a pool of experienced NA members without other world service commitments.

Problem: *Work distribution, chair and vice chair.* Outside expectations, too involved. Great deal of travel and time expected in addition to WSC week. *The individual continues:* "This problem is throughout world services. This causes us to limit who can serve. It is impossible for someone who has a regular job (not self-employed) to have any vacation except for service work." *Solutions offered:*

- Single board would eliminate need for dual members (that is, WSO board members on Interim Committee and WCC board and on or from the WSB).

Problem: *Overloading WSO board chair, vice chair with responsibility.* We ask too much when we make one person chair of the WSO board and the WCC board and a member of the Interim Committee as well. We have grown too large for that to be responsible; no one can continue to work under those conditions.

- No solutions offered.

Trust

Strength: *This category was identified as a strength.*

Problem: *Lack of trust.* Lack of trust infects our entire system. For an organization that emphasizes trust as a tenet of recovery, world services is actually very poor in execution. Trust begins on the individual level. *Solutions offered.*

- Application of spiritual principles, especially the Twelve Concepts.
- Review our policies.
- Review trusted servant selection.
- Remove protectionist policies.

Problem: *Trust (or lack thereof).* There is a level of distrust among board members that does not get discussed. It is probably less of an issue among WSO board members than elsewhere in world services, but it is an issue nonetheless and should be faced squarely so as to be resolved if possible. *Solutions offered:*

- The WSO board should meet in an open and caring manner to air any and all concerns about fears, politicalization, hidden agenda, nepotism, ambition, cronyism, and anything else that could hinder us in our ability to work together toward common goals.

Committee involvement in staff work

Problem: *Limited interaction between WSO board and working staff.* Makes it difficult to evaluate their work and supervise them.

- No solutions offered.

RESOURCES--WSO STAFF

Trust

Strength: *This category was identified as a strength.*

Problem: *Perception of ineffective staff.* Prior to WSC'94, office staff had promised more than they could reasonably expect themselves to deliver. When this expectation was deliberately cut down, some perceived office staff and directors as having become suddenly incompetent.

- No solutions offered.

Staff involvement in policy decisions

Strength: *This category was identified as a strength.*

RESOURCES--FUNDS

Strengths:

1. Availability of funds for board operations.
2. Utilization.

Criteria for funding allocation

Problem: *WSO annual budget unpredictably impacted by decisions made at WSC. WSO board is not autonomous in its use of available funds to carry out its primary responsibilities because budget may be adversely impacted by WSC decisions.*

Solutions offered:

- Unified budget.
- Require well-researched financial impact on WSO with each motion.
- Full and constant disclosure of finite WSO resources available to WSC.
- Business plan.

Utilization

Problem: *Wasting financial resources.*

- No solutions offered.

STRUCTURE--DECISION MAKING

Strengths: *All areas in this category.*

STRUCTURE--COMPOSITION

Strengths: *All areas in this category.*

**Basis for selection, removal;
clarity regarding requirements**

Problem: *Insufficient care taken in selection of trusted servants.*

Solutions offered:

- Careful or improved selection and orientation of trusted servants.

Problem: *We are insufficiently clear in describing what we expect of those we elect. Willingness alone will not suffice. Our trusted servant selection process does not allow us to ask direct, relevant questions of candidates for leadership positions. Solutions offered:*

- Ask leadership candidates questions like these:
 - a. How much time per month can you spare for reading, reviewing, and responding to NA communications?

- b. How much time per year, largely Fridays and weekends, are you willing to devote to the position?
- c. Could you give us an example of what you believe would be unethical behavior if performed by someone in the position to which you have been nominated?
- d. Would you say you are a leader, or a follower?
- e. What do you do for a living?
- f. What outside interests do you have aside from work, family, and NA?
- g. What characteristics do you possess that you think makes you the best person for the job?
- h. What other leadership positions have you held in the past?

Problem: *Selection/election process for WSO board members.* Does not require necessary background in business. Board members are selected at the WSC. Qualified addicts with business experience don't attend the WSC just to get elected, and usually someone unknown to WSC participants won't be elected. *Solutions offered:*

- The institution of a selection committee.
- An effort by the board to actively seek out and recruit members with a variety of business experience.

STRUCTURE--MEETINGS

Strengths:

1. Size
2. Number of meetings
3. Location
4. Utilization of available time

Availability of preparatory material

Problem: *Ineffective decision making caused by lack of time to prepare information necessary for sound decisions.* Directly linked to lack of planning. *Solutions offered:*

- Effective planning

STRUCTURE--ORIENTATION

Problem: *Lack of trusted servant orientation and training.*

- No solutions offered.

Problem: *Orientation of new trusted servants is poor at best, nonexistent for the most part.*

- No solutions offered.

Problem: *Lack of training for trusted servants.* Upon entering the WSO board there is little in the way of training as to what is expected. (Notebooks with background material were a start.) This problem more pronounced in other positions. *Solutions offered:*

- Day-long training.
- Some description of the expectations of trusted servants.

Problem: *Overuse of abbreviations.* Makes it difficult for new members of boards, committees to follow working discussions. *Solutions offered:*

- Develop glossary for inclusion in orientation packet.

COMMUNICATIONS

Strength: *Integrity of communications (Concept Eight) was identified as a strength.*

Problem: *Ineffective communications.* The NA grapevine and hallway meetings 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. We do not consider the purpose of each communiqué or its intended audience. By way of contrast, the new intermediate report format being used by the Interim Committee was highly commended. *Solutions offered:*

- Review of communications, including audiences, style of writing, media used, outdated responses. Provide recommendations based on findings.
- Better communication planning to address timeliness and content.

Within your board

Problem: *Communications within WSO board--poor, between Executive Committee and rest of board; timeliness; no protocol for WSO subcommittee communication. No formal communication between Executive Committee and rest of board. Lack of timeliness of agenda development and reporting leads to inefficient utilization of resources.* *Solutions offered:*

- Prepare brief written summary at end of Executive Committee conference calls, mailed to rest of board.
- Input and agenda due dates to allow adequate time to collate information.
- Establishment of communication protocol for WSO subcommittees.

Problem: *Communication from Executive Committee and other board members only occurs at board meetings.* The individual continues: "Personally, I believe the Executive Committee can handle things without full board involvement. Simplicity in communications is the only workable solution, and time is again a factor. Our chair or vice chair can't be expected to handle this also." *Solutions offered:*

- Summary of Executive Committee calls would be helpful, but the problem is that this would have to be reviewed and approved [which would make it less timely].

With other boards or committees

Problem: *Communication between WSO board and other boards and committees in world service is autocratic; communicating after, rather than before, decisions are made or actions taken; communication channels too formal. Medium over message.*

Solutions offered:

- Allow trusted servants to communicate as individuals instead of as boards.
- Deformalize communications (for example, the Interim report). Have friendly reports.
- Consider message first, then choose appropriate medium.
- Single board.

Problem: *General communications. Communication within world services is poor; too many boards and committees. Solutions offered:*

- Unified board; simplified structure.

With the fellowship

Problem: *Cultural insensitivity; lack of awareness of and responsiveness to needs of fellowship; inadequate and inappropriate communication channels. Perpetuates an elitist image of world services. Autocratic thinking arises from structure of the beast. We communicate indirectly rather than directly with the fellowship. Solutions offered:*

- Enhanced telecommunications systems.
- Train, orient trusted servants to cultural diversity.
- Increase face-to-face contact with fellowship worldwide.

Problem: *Written communication is often high-handed and antagonistic, exacerbating the very problem it seeks to contain.*

Solutions offered:

- Focus on understanding our customers and getting a harmonious result rather than showing them who's boss. Personal contact and honest acknowledgment of our own weaknesses seem to work wonders. Some people out there actually believe in goodwill.

BOARD WORK CLIMATE

Strengths: *All areas in this category were identified as strengths.*

Sense of accomplishment

Problem: *Much of our agenda is presented by WSO staff as if for rubber stamping. I believe we are all of us task- and achievement-oriented and need concrete goals.*

Solutions offered:

- A plan. Tasks and objectives to fulfill it. Participation in concrete--definite and visible--achievable--whether new product (such as the video), policy and management changes (personnel policy, FIPT), involvement in branch management profitability, communication inside and outside the fellowship.

WORLD CONVENTION CORPORATION

PURPOSE

Problem: *Work distribution and WCC relationship to the host committee.* WCC needs to spend time reviewing guidelines to establish a better, clearer relationship with the host committee. *Solutions offered:*

- The WCC should assume the responsibility for the world convention and utilize the host committee in a strictly support role. Refer to WCC guidelines working group.

SERVICES PROVIDED

Annual review of own work

Problem: *WCC does not have policies or procedures to evaluate itself.* WCC does not have any set standards for evaluating its effectiveness. Annually, WCC has three board meetings to accomplish the work associated with planning three conventions. There never seems to be enough time to review the positives and negatives of the most recently completed convention. Finish one, start the next. We sometimes do not complete our stated agenda due to time constraints and workloads. Working group assignments are sometimes not reviewed for their completeness. *Solutions offered:*

- Develop an evaluation tool, perhaps even a self-evaluation to be completed by each individual board member.
- WCC, with the help of WSO staff, is starting the process of reviewing registration and merchandise history trends. Expanded to include other areas of WCNA, this could be a valuable planning tool.

Services to groups, areas, and regions

Strength: *Event rotation, facilitating worldwide participation in WCNA.*

Problem: *No services provided by WCC directly to regions or areas.* WCC has valuable resources that areas and regions could use, but we have no established means of sharing those resources. WCC could benefit from what regions and areas have to share in return. *Solutions offered:*

- Hold more convention workshops.
- Finish revision of the *Convention Handbook*.

RESOURCES--WSO STAFF

Strength: *Recent hiring of a dedicated WCNA coordinator at the WSO.*

Trust

Strength: *WCC board has high level of confidence in assigned staff.*

RESOURCES--FUNDS

Criteria for funding allocation

Strength: *The WCC board has the ability to make its own funding allocation decisions pertaining to WCNA operations and be responsible for those decisions.*

Availability of funds for board operation

Strength: *WCNA generates funds sufficient to rotate the convention outside North America so that it is more accessible to members worldwide.*

Problem: *Utilization of WCNA proceeds by all of world services. Revenue generated by WCC is not included in the world services budget. Solutions offered:*

- This might be arrested in reviewing a unified budget somehow including WCC resources in the pool of available resources for all of world services.
- Another possible solution could be a unified budget and single board for world services.

STRUCTURE--DECISION MAKING

Availability of needed information

Problem: *Planning and receiving information pertaining to decisions. One cannot make major decisions based on sketchy recollections of incomplete information. Solutions offered:*

- After each meeting, all WCC board members should receive a rough draft of what was discussed, what decisions were made, and what items await board action at the next scheduled meeting.
- Need to improve WCC's decision-making ability with:
 1. Planning tools
 2. Budget information
 3. Better database
 4. Recording, distribution of executive committee decisions

Guidelines reflecting procedures and actions

Problem: *Lack of clear, complete, written WCC guidelines and/or operating procedures. Current WCC guidelines are obsolete. The lack of good guidelines has impacted WCC in many ways. Solutions offered:*

- Definition of relationship of WCC to host committee
- Program Committee guidelines instructing how to increase worldwide participation
- Improve the efficiency of the inner workings of the WCC board
- Communication to areas and regions to provide services
- Miscommunication and duplication of effort between WCC and host committee
- Definition of operating parameters and roles of WCC chair, Executive Committee, and special workers assigned to WCC
- Communication between WCC and other world service boards and committees
- Communications within WCC board
- Development of a new handbook and steps taken to evaluate its usability or appropriateness for the worldwide fellowship, and as a reference or instruction tool for new WCC board members
- WCC has already created a guidelines work group, but the board needs its three presently scheduled meetings each year just for convention operations. WCC needs more meeting time if it is to complete the new guidelines.

STRUCTURE--COMPOSITION

Diversity

Strength: *Criteria for selection of WCC board members, assures diverse membership as well as representation from all arms of world services.*

Problem: *Underutilization of world trusted servants at WCNA events, primarily service workshops. The WSC has little, if anything, to do with the world convention as an event. Solutions offered:*

- Make WCNA more representative of world services. WCC will incorporate more service workshops into the WCNA program.

Problem: *Worldwide participation. Current WCNA program/speaker selection process lacks procedures for inclusion of more speakers from outside North America. Solutions offered:*

- A new program process. The larger picture is the relationship WCC has to the host committee.
- Solicit input from RSRs via written correspondence to help with selection process for speakers from outside North America.
- Refer to WCC guidelines working group.

Range of skills

Strength: *Diverse membership assures diverse skills on WCC board.*

Attendance

Strength: *WCC board members attend board meetings consistently.*

STRUCTURE--ORIENTATION

Problem: *Amount of personal funds and time expended by WCC board members. An extraordinary amount of time, work, and personal funds are necessary for an individual member to give when serving on a world board or committee. Solutions offered:*

- Add details to orientation, background information for nominees and new members, describing impact of world services commitments:
 1. Personal time requirements away from family and job
 2. Especially difficult for single parent
 3. Significant amounts of personal funds spent are non-reimbursable

COMMUNICATION

Within your board

Problem: *Need to improve communication within WCC board and between board and staff. Not all WCC board members are kept informed of decisions made by the WCC Executive Committee or the progress/status of any WCC working groups outside our normally scheduled meetings. Solutions offered:*

- A brief monthly report sent to all WCC board members pertaining to any and all information talked about or decided upon either by the executive committee or by any of the working groups.

With other boards or committees

Problem: *Lack of communication between WCC and other world service boards and committees.*

Solutions offered:

- Creation of a single board--consolidation, planning, discussion for all world services.

SAT-1 MATERIALS

To: Members of «committee»
From: Inventory composite group
Date: 1 October 1993
Re: Committee/board self assessment tools

In keeping with the motions passed at WSC'93 (It was M/S/C "That the World Service Conference engage in an inventory process."; and, It was M/S/C Michael M. (RSR, Northern California)/Vandy A. (RSR, Washington/N. Idaho) "To adopt the inventory plan presented by the working group."), we need your assistance in the execution of the task assigned to us by the conference. Enclosed is Part I of the committee and board self assessment tool. The completion of the WSC Committee/Board self assessments will be accomplished at the upcoming world services meeting. The information regarding the date, location, etc. of that meeting will be sent to you shortly by the WSC Administrative Committee. The attached material is sent to you to help you prepare for your committee or board's self assessment.

The second part of the assessment tool, pertaining to conducting the committee/board self assessment based upon the information obtained, will be mailed to you shortly before your scheduled inventory meeting. The success of your committee or board's self assessment relies upon your efforts in preparing for that meeting by answering the questionnaire attached. You may receive additional instructions from your leadership regarding what to do with your answers prior to your meeting.

You'll notice that some background material is needed in order to answer some of the questions enclosed. The WSO will be mailing you a package of background information pertaining to your committee or board by December 1, 1993. The leadership of your committee or board will be in touch with the WSO and the conference treasurer to gather additional information. In the meantime, we ask you to be patient and not try to obtain the information yourself from the office.

We are hopeful that you will be able to answer most, if not all, of the questions prior to your inventory meeting. The plan calls for the compilation of your individual answers to form the consensus or conscience of your committee or board at that meeting.

Once again thank you for your patience. If you should have any additional questions, please contact either your leadership or «liaison», the assigned liaison to your committee/board. Thank you for allowing us to serve the fellowship in this crucial task.

SAT-1 QUESTIONS

**To be answered individually prior to your inventory meeting
and collectively during the first day of that meeting**

For the purpose of this questionnaire, the terms *communication*, *coordination*, *information*, and *guidance* are construed to mean the following:

Communication: written correspondence and verbal dialogue within committees and boards, between committees/boards and the fellowship, and with the public;

Coordination: organizing, delegating, and facilitating committee/board functions, fellowship-requested projects, and interregional cooperation as appropriate;

Information: the appraisal of other committees/boards and the fellowship; and,

Guidance: world service committee/boards providing education, direction, and advice to the fellowship, as requested.

A. PURPOSE

1. How does your purpose, as stated in the TWGSS, serve to help fulfill our fellowship's primary purpose¹ in the following areas?
 - communication
 - coordination
 - information
 - guidance
2. How do your current goals serve to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance

B. SERVICES

1. What services are you providing to groups to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance

¹ For the purpose of this questionnaire, the term "our fellowship's primary purpose" is intended to mean "carrying the message to the addict who still suffers."

2. What services are you providing to areas to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
3. What services are you providing to regions to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
4. What other services do you provide to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
5. What steps do you take to plan your projects?
6. What steps does your committee/board take to ensure the translatability/adaptability of your information/communication/projects?
7. During the development phase of your written guidance such as handbooks or literature, what steps does your committee/board take to evaluate its usability or its appropriateness for the worldwide fellowship?
8. Do you in discussing your service delivery efforts consider how those efforts may affect the image of NA?

C. RESOURCES

- 1.a. How many trusted servants served on your committee or board during the 1992-1993 conference year in a voting or non-voting capacity?
- 1.b. How many hours were spent by these trusted servants on your committee/board's work during the 1992-1993 conference year?
- 1.c. What percentage of your trusted servant hours were spent on the following areas:
 - communication
 - coordination
 - information
 - guidance
- 2.a. How many special workers worked with your committee or board during the 1992-1993 conference year?

- 2.b. How many hours were spent by these special workers on your work during the 1992-1993 conference year?
- 2.c. What percentage of your special-worker hours were spent on the following areas:
 - communication
 - coordination
 - information
 - guidance
3. How much of the conference funds were spent on your efforts during the 1992-1993 conference year?
4. How much of the funds spent on your committee served to help fulfill our fellowship's primary purpose in the following areas? (Please itemize the amounts under each category.)
 - communication
 - coordination
 - information
 - guidance
5. Is there a difference between the sum total of question #4 and the amount mentioned in #3? If there is, what was this amount spent on? (Please itemize.)
6. What steps does your committee or board take to ensure financial accountability?
7. What is the approximate dollar amount of personal funds each of your members spent during the last conference year?
8. What steps do you take to share your available resources with other boards or committees?
9. What steps do you take in your work to maximize the use of available resources to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
10. What percentage of your committee/board's time is occupied by:
 - a. directly providing service to the fellowship
 - b. internal issues, such as elections, guidelines, discussion and approval of minutes and reports
 - c. project development and discussion?

D. STRUCTURE

1. What is the structure of your committee or board? Do you have any sub-units—e.g. ad hoc committees, task forces, etc.?
2. How are these sub-units utilized in your efforts to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
3. Do you have different levels of responsibility within your committee or board, such as a nominee pool, general or non-voting members, an executive or an administrative body?
4. How are these various levels utilized to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
5. What are the stated roles of these various levels within your committee or board?
6. What is the role of the special workers assigned to your committee or board?
7. Are these roles reflected within your guidelines or operational procedures?
8. Do your guidelines or operational procedures cover most contingencies that may arise during the operation of your committee or board?
9. What is the relationship between your committee or board and the other elements of world services?
10. Are such relationships covered by your guidelines or operational procedures?
11. What is the decision-making process utilized by your committee? Has it changed during the last five years? If so, why?
12. What are your committee's policies that allow you to help fulfill our fellowship's primary purpose in the following areas?
 - communication
 - coordination
 - information
 - guidance
13. Are there other policies that your committee abides by?
14. Does your committee have a set of standards for evaluating its effectiveness? If so, what are they?
15. Regarding your committee/board's project decisions, what percentage is:
 - a. WSC directed
 - b. internally generated?

16. What steps does your committee or board take to ensure its accountability during its decision-making processes?
17. What steps does your committee or board take to ensure the accountability of its members?
18. What steps has your committee or board taken to include participation of trusted servants worldwide?
19. What recommendations concerning the selection of meeting location has your committee/board made to facilitate attendance by our worldwide membership?

E. COMMUNICATION

1. What are the guidelines or operational procedures for internal communication within your committee or board?
2. What are the guidelines or operational procedures for your committee or board's communication with other world service boards and committees?
3. What are the guidelines or operational procedures for your committee or board's communication with the fellowship at large?
4. What are the operational procedures for responding to communications from the fellowship at large?
5. How does your committee or board's written communication (including reports and periodicals) serve to help fulfill our fellowship's primary purpose in the following areas?
 - coordination
 - information
 - guidance
6. Is there anything else that needs to be conveyed in terms of the following types of communication:
 - within your board or committee
 - to other world service boards or committees
 - to the fellowship at large
7. In fulfilling your committee or board's purpose, what guidelines are used to determine the need for oral communication and by whom?
8. Does your board or committee have any communications with those outside of NA? Are there any guidelines or operational procedures regarding such communications? If so, what?

SAT-1: FURTHER INSTRUCTIONS

To: Members of conference committees and boards
From: World services inventory composite group
Date: 22 November 1993
Re: Committee/board self-assessment tools, Part I

Greetings! We have been made aware of the fact that the material we had sent out to you earlier may not have contained sufficient instructions, and that some of the terms we used have caused some confusion. We regret such an inconvenience and hope that we can rectify such problems for those of you who have, not as yet, completed Part I of your committee/board's self-assessment tool. Perhaps the most important change we ask you to make is to change number one on the instruction sheet we've sent you previously. Please change the wording from "provide factual rather than perceptual information to "provide experiential information."

What follows is a brief outline of the various steps that may prove helpful in your completing Part I of your service body's inventory.

Step One

Read Part I of the tools. Become familiar with your committee or board's guidelines, the portion of the *Temporary Working Guide* that pertains to your committee or board, and the history of your committee/board's decisions and guideline changes.

Step Two

Provide your answers to Part I of the self-assessment material. You may choose to write or type your responses on a separate sheet.

Step Three

"Not applicable" or "none" is an acceptable response. Don't put down an answer that you feel does not apply to your committee or board.

Step Four

Where the material refers to the "primary purpose," please answer whether your committee or board helps to fulfill it directly or indirectly. For example: "Our committee helps to fulfill the primary purpose directly through the development of literature to help carry the message." or "Our committee helps to fulfill the primary service indirectly by providing coordination services to regional and/or

area PI subcommittees." or "Our committee helps to fulfill the primary service indirectly through the provision of written communications about local committees' efforts to carry the message."

Further clarification

The following are some questions or terms that we felt, or were told, needed some further clarification:

Page 2, section c, question 1b: For this question, please include an average of individual trusted servant's time devoted to conference calls, travel, time spent at the conference, and other meetings of your committee or board or reporting on those activities.

Page 4, section d, question 3: The term "levels of responsibility" in question is meant to be construed as "levels of membership" rather than areas of responsibility.

We hope that this brief memo will be of some assistance to your efforts. For those of you who will be attending the world services meeting at the end of January, we are pleased to be able to inform you that an orientation session is scheduled for Thursday evening, prior to the start of the inventory meetings. For those of you who will be unable to attend that meeting and need additional information, please contact Susan B at (708) 824-5807.

SAT-2 MATERIALS

Objective: *To examine the «committee» and its current practices in terms of the mission of NA world services,¹ and how they serve to further our fellowship's primary purpose.*

This portion of the self-assessment tool is a questionnaire focusing on your committee or board and its practices. We ask you to complete this questionnaire individually prior to your inventory meeting and collectively during the first day of your committee/board's inventory meeting, keeping in mind the following:

1. Be as objective as possible in your responses; provide factual rather than perceptual information.
2. Avoid answers that include rationale for actions taken or argumentation in favor of current practices.
3. In case a question does not seem to apply to your committee or board, state "not applicable" and move on to the next question.

We thank you for participating in this inventory effort.

¹ TWGSS, pg. 11 - "The basic purposes of our world services are communication, coordination, information, and guidance."

SAT-2 OUTLINE
**(To be completed by the end of your
committee/board's inventory meeting)**

Having completed the questionnaire portion of this process, we now ask you to conduct your self-assessment based upon the information obtained. There is a direct relationship between the two parts of this process, in that we have tried to ensure that there is no issue in this portion that is not also mentioned or explored in Part I.

We ask you to assess your strengths and weaknesses in the areas listed below. This portion may be completed by writing in the space next to each point the number of members who felt that it is a strength, the number who felt that it is a weakness, and, if appropriate, any other response. The last point in each section asks for additional comments. Please write or type on separate paper your thoughts, perceptions, or feelings as a committee or board about that section.

For the purpose of this portion of the tool, the term "primary purpose" is intended to mean "carrying the message to the addict who still suffers." We have included some questions that may require you to be familiar with the Twelve Concepts for NA Service, so we suggest that you refer to them where appropriate.

Once you have completed this second section, please hand it to the staff member assisting you in this process. They'll forward it to us for processing.

1. Purpose

- long term goals
- short term goals
- budget related to goals
- goals achieving primary purpose
- project planning
- add any additional comments you may have

2. Services provided

- awareness of what other committees and boards in NA are doing
- annual review of own work
- services to groups, areas, and regions in achieving primary purpose
- origination of service projects
- criteria for the removal of products
- cost effectiveness of services provided
- add any additional comments you may have

3. Resources

- Committee/board members
 - a. work distribution
 - b. delegation
 - c. trust
 - d. involvement in staff work
 - e. clarity of roles/responsibilities
 - f. removal
 - g. add any additional comments you may have
- WSO staff
 - a. trust
 - b. involvement in committee/board work
 - c. clarity of roles and responsibilities
 - d. staff involvement in policy decisions
 - e. add any additional comments you may have
- Funds
 - a. criteria for funding allocation
 - b. availability of funds for committee/board operation
 - c. utilization
 - d. add any additional comments you may have

4. Structure

- Decision making
 - a. orderliness of process
 - b. availability of needed information
 - c. handling of input from staff or board/committee
 - d. guidelines reflecting procedures and actions
 - e. relevance of decision to primary purpose
 - f. relevance to Concepts Five, Six, and Seven
 - g. add any additional comments you may have
- Composition
 - a. diversity
 - b. range of skills
 - c. basis for selection/removal
 - d. attendance
 - e. participation
 - f. plan for adding new members
 - g. process/procedure for adding new members
 - h. clarity regarding requirements
 - i. add any additional comments you may have

- Meetings
 - a. size
 - b. number of meetings
 - c. attendance
 - d. location
 - e.- contribution during meeting
 - f. utilization of available time
 - h. availability of preparatory material including for those items on agenda
 - i. add any additional comments you may have
- Orientation
 - a. availability of orientation/background information
 - b. written responsibilities
 - c. add any additional comments you may have

5. Communication

- integrity of communications (Concept Eight)
- guidelines reflect practices/procedures for communication
 - a. within your committee or board
 - b. with other boards or committees
 - c. with the fellowship
 - d. with the public (directly/indirectly)
 - e. add any additional comments you may have
- Committee/board work climate
 - a. openness of discussion
 - b. diversity of opinion
 - c. trust
 - d. conflict resolution
 - e. sense of accomplishment
 - f. add any additional comments you may have

BOARD, COMMITTEE SELF-EVALUATION MATERIALS

To: Committee/board collator
From: Composite Group
Date: 10 August 1994
Re: Orientation packet for self-evaluations

During its July meeting, the Composite Group agreed on the format to be used for the Composite Group's final report. During the discussion it became evident, that in order for the Composite Group to compile a comprehensive, understandable report, the information gathered from all boards and committees would need to be in one general format.

Orientation packet

Prior to the September world service meeting, each board and committee will have a designated collator who will receive an orientation packet that will include:

1. A cover sheet of instructions.
2. Problem identification sheets identical to the ones being used by individual committee and board members.
3. An asset sheet (to be completed within committee/board).
4. A solutions sheet (to be completed within committee/board).

Instructions

All of the information which has been collected during the inventory process will be collated and consolidated into an easy-to-understand final report for the fellowship. We are asking that each board and committee gather its information in a similar manner. Below is a list of instructions for each sheet you are asked to fill out.

Problem identification sheet

- This sheet is to be used as a master list of all problems that have been identified from your individual committee and board members. The format for each committee and board to follow can be found in the example provided, which was used by the WSC Evaluation Team.
- Since the information we receive will be organized according to the scope of the inventory, we are asking that each committee and board identify each problem to the scope.

Asset sheet

- During the self-assessment phase of the inventory, each committee and board listed strengths and weaknesses. We are asking that you list the strengths as assets on this sheet. These probably can be found in part II of your board or committee's SATs.

Solution sheet

- On the problem identification sheet each committee and board is asked to offer a solution. We will need to have the solutions listed separately on this sheet. You will also find an example of this with the WSC Evaluation Team format.

The Composite Group has an orientation scheduled for Thursday 15 September 1994 at 7:30 PM, prior to the world services meeting. We encourage anyone with with questions or concerns about the self-evaluation portion of the inventory to attend.

SELF-EVALUATION INSTRUCTIONS

To: Designated collator
From: Composite Group
Date: 14 August 1994
Re: Scope of the inventory

Attached you will find the information and instructions you will need to assist your committee or board in their self-evaluation.

When identifying problems, solutions, and assets to the scope as referenced in the instructions, please refer to the following:

SCOPE OF THE INVENTORY

- A. The purpose of world services
 - 1. Goals of world services
 - 2. Objectives of world services
- B. World services resources
 - 1. Human
 - a. Special workers
 - b. Volunteers/trusted servants
 - 2. Financial
 - a. Sources
 - 1. flow of funds (traditional)
 - 2. direct contributions (members and/or groups)
 - 3. sales of literature
 - 4. money left over after activities/conventions
 - b. Allocation
 - c. Utilization
 - d. Fiscal accountability
 - 3. Resource utilization (human and financial)
 - a. How do we share resources?
 - b. Do we maximize our available resources?
- C. Structure
 - 1. Elements
 - 2. Relationships and roles/guidelines
 - 3. Decision making
 - 4. Policies and standards
 - 5. Methods/procedures/process/accountability
- D. Communication
 - 1. Internal(individual committees and boards)
 - a. within a board/committee

- b. between boards/committees and other boards/committees (as individual entities of world services)
 - c. between boards/committees and fellowship (between groups and the various service entities)
 - 2. Communication channels
 - a. Oral/written
 - b. Periodicals
 - c. What needs to be communicated
 - 3. External
- E. Services
 - 1. To groups
 - 2. To areas
 - 3. To regions
 - 4. Fulfilling our primary purpose
 - 5. Public relations

COMMITTEE AND BOARD EVALUATION INSTRUCTIONS

The Composite Group has adopted an evaluation plan that requires the committee and boards to provide their evaluation to the assessment activities in the first year of the inventory. The following is an excerpt from the evaluation plan:

The Composite Group will return committee and board assessments to the respective committees and boards at WSC'94. Each committee and board will be responsible to develop their own plan to accomplish the evaluation without staff support. The WSO will provide staff support in the final stage, concluding the committee or board evaluation in the same manner as was provided for the New Orleans world services meeting. At the '94 conference, the Composite Group will conduct a short meeting for the leadership of the boards and committees to allow for clear and concise directions, to provide answers to any questions, and to share suggestions or ideas about how to accomplish the evaluation.

The following are suggested general instructions of a process the boards and committees can use to complete the evaluation component of the inventory. Each board or committee may modify the suggested process or develop a new one. However, each board and committee should keep in mind that the adopted evaluation plan by the Composite Group takes into consideration the limited staff capacity. So when agreeing on your evaluation plan, do not increase staff utilization.

The following is a suggested plan for accomplishing the committee and board evaluation:

1. The Composite Group will mail the committee and board self-assessment Part I and Part II to all participating members of the boards and committees.
2. Each member should review their board or committee self-assessment and complete the form(s) attached to the committee and board assessment. Make as many copies as needed.
3. Once completed, send the form(s) to the member designated by the committee or board to collate the responses. The committee or board leadership will provide the address to all members.
4. The designated member will collate all the responses and return all responses to each participating member.
5. Each member should review all responses in preparation for a world service meeting where the Administrative Committee will set aside one day for each board or committee to come to a consensus on a committee or board evaluation response. The Administrative Committee will provide the time of the world service meeting, respective to their scheduling.
6. At the conclusion of the meeting the committee or board will turn their evaluation over to the Composite Group to be used in their overall report.

The Composite Group has assigned each board or committee a liaison who will aid in the evaluation process, answer questions, or obtain answers to your questions if not readily available. Please take the time to use those liaisons.

SELF-EVALUATION--FURTHER INSTRUCTIONS
--

COMMITTEE/BOARD SELF-EVALUATION FORM

1. Pull out blank Committee/Board Self-Evaluation Form.
2. Number each committee and board self-evaluation form in the upper right hand corner.
3. Below the number, write your committee/board name.
4. Make sure that the number on the self-evaluation form matches the number on the solution sheet provided in your orientation packet.

IDENTIFY THE PROBLEM

1. Discuss each problem identified by members of your committee/board, regardless of how many have identified the problem.
2. Reach consensus on whether the committee/board agrees to identify the problem.
3. Write problem (one problem per sheet).
4. Write committee/board belief of where it was found in SAT Part 2.

**EXPLAIN THE PROBLEM, IF POSSIBLE.
PLEASE FOCUS ON HARD DATA AS MUCH AS YOU CAN**

1. Discuss how to present the explanation of the problem.
2. Explain the problem.

**WHERE DOES THIS PROBLEM RELATE TO THE
"SCOPE OF THE INVENTORY"**

1. Using the outline of the "Scope of the Inventory" provided in your orientation packet, identify where the problem fits, if possible.
2. You may find that the problem related to more than one area of the scope, which is fine--show both areas.

**BY YOUR WAY OF THINKING, WHAT WOULD IT TAKE
TO CORRECT THIS SITUATION?**

1. Discuss all possible solutions offered by committee/board members and reach consensus.
2. List solution to correct problem.

3. You may list as many solutions as you want; however, it would be helpful if you could narrow them down to "best" solutions.

ADDITIONAL COMMENTS

1. Anything relevant to the identified problem is acceptable.
2. Continue until all problems identified by your committee/board have been listed on a self-evaluation form.

AFTER ALL PROBLEMS HAVE BEEN PUT ON AN OUTLINE

Use forms to list your "best" solution on the solution sheet provided.

AN ASSET SHEET

1. You will find the assets in the "strengths" of your SAT Part 2 which you completed in New Orleans last year.
2. Revisit these strengths, and list them as a committee/board on the asset sheet provided.

WHEN YOU HAVE COMPLETED YOUR EVALUATION, YOU SHOULD HAVE THE FOLLOWING:

1. A problem sheet for each identified problem.
2. An outline of the "Scope of Inventory" relating problems to where they fit within the scope.
3. A solution sheet.
4. An asset sheet.

Thank you for your participation!

COMMITTEE/BOARD SELF-EVALUATION FORMS
--

(Use the reverse side of the page for additional room if needed)

Make as many copies of this form as you need. Complete one form for each problem you discover as you evaluate your committee/board's self-assessment.

Identify the problem: _____

Where does this problem relate to the "Scope of the Inventory"?

Explain the problem, if possible. Please focus on hard data as much as you can. Give your explanation of the basis for your problem: _____

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

Additional comments: *Include anything you believe you need to about this problem that the statements above do not contain.* _____

ASSETS SHEET

List below the strengths as assets identified from your self-assessments:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

SOLUTIONS SHEET

List below the solutions found on your problem-identification sheets:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

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Chapter Four:
WSO Staff Operations
Self-Assessment

<p style="text-align: center;">CHAPTER FOUR: WSO STAFF OPERATIONS SELF-ASSESSMENT</p>

Introduction	183
Management Team	
Overall issues	184
Purpose	184
Services	185
Human resources	185
Financial resources	186
Resources: facilities and equipment	186
Structure: your team within the WSO	187
Conference Services Team	
Purpose	188
Services	188
Human resources	189
Financial resources	191
Resources: facilities and equipment	191
Structure within the team	192
Structure: your team within the WSO	192
Structure: volunteer leadership and your team	193
NA Way operations	
Services	194
Human resources	195
Financial resources	195
Structure: volunteer leadership and your team	195
Publishing Team	
Purpose	196
Services	196
Human resources	197
Structure within the team	198
Structure: your team within the WSO	199
Shipping Team	
Services	200
Human resources	200
Facilities and equipment	201
Fellowship Services Team	
Purpose	202
Services	202
Human resources	203
Resources: facilities and equipment	204
Structure within the team	204
Structure: volunteer leadership and your team	205
Accounting Team	
Purpose	206
Services	206
Human resources	207
Resources: facilities and equipment	207
Structure: your team within the WSO	208
WSO staff operations self-assessment materials	
Overview	209
Main questionnaire	212
Supplementary management questions	214
Problem evaluation form	215

INTRODUCTION

The fourth element of NA's world services inventory was an operational self-assessment conducted by the staff of our World Service Office. Since the office staff was broken down into five working teams and a management team at the time, the self-assessment was conducted on the same basis. Staff inventory activities were completed on a staggered schedule from August through October 1994. The text of the assessment program devised by the inventory Composite Group in conjunction with office management can be found in the next chapter of this report. The process used in the staff operations self-assessment was very similar to the one employed by the volunteer boards and committees. Here's what happened in each team:

First, each individual team member was asked to complete a questionnaire about various aspects of the team's operations. Those questionnaires were compiled by the team leader, copied, and distributed to all team members for their study prior to an all-day meeting, where they developed a consensus on the operational overview.

Some time later, team members were asked to examine that overview again. They were given a problem evaluation form (see the end of this chapter) and asked to identify the problems they saw in their team's operations; if any solutions to those problems came to their minds, they were asked to record those as well. The individual problem ID forms were gathered by the team leader. The forms were copied and distributed to all team members in preparation for a total of twelve hours of meetings where they would come to a consensus on their team's problems and solutions.

This report contains the problems and solutions identified by consensus in each WSO staff team. They are grouped according to the outline contained in the self-assessment instrument which covered purpose, services, resources, and structure. The text in italics at the beginning of each item provides an initial identification of the problem, with the following text explaining the problem. The bulleted items at the end of each item are the proposed solutions to the problems identified.

As you read this report, remember that these are WSO team *self*-assessments. When you read that "*we* believe this" or "*we* have a problem with that," understand that the "*we*" is the team whose self-assessment you are reading at that moment, not the Composite Group.

Note that, unlike the board and committee inventories, the WSO staff self-assessment did not identify the strengths in staff operations. The instructions, questionnaire, and evaluation form prepared by the Composite Group were designed only to uncover problems and disclose possible solutions.

MANAGEMENT TEAM

OVERALL ISSUES

The Management Team included the following global statement on its operational problems in its self-assessment: As the Management Team considered its operations and its inventory, one truth became clear to team members: If WSO were a "stand alone," self-directing enterprise, most of its overall operational problems could be corrected with the right management decisions. However, WSO operations and solutions are complicated by the degree to which the office is integrated with the volunteer system of world services and its multiplicity of problems, among them: lack of continuity, rapid turnover, multiple points of authority and continuity, and lack of clarity and orientation regarding roles and responsibilities, to name a few.

The volunteer boards and committees with whom we work are structurally compromised; this, in turn, compromises our working relationships with them. There are too many groups and individuals who have direct or indirect authority to impact staff operations. These conflicted working relationships create multiple, conflicting sets of standards and expectations for our employees, which vary more or less from group to group and person to person. The transitional state of the volunteer service structure compounds these difficulties, with new boards and committees being created, dissolved, and redefined every year.

On top of all this, a lack of time for effective planning afflicts world services throughout, including staff management. This lack of time makes it necessary to focus all our energy on "putting out fires" and managing the crises of the moment. We are kept from developing common long-term goals and corresponding long-range plans.

Some of the problems we uncovered in the inventory had already been identified in a management assessment; those problems are currently being addressed through our training and foundational development plan. Being in the midst of corrective actions, we faced a dilemma: Should we mark those operational areas as strengths (because they were being corrected) or weaknesses (because they needed correction)?

A further problem we encountered in our inventory was that no one had stated a time frame for our self-assessment. The volunteer boards and committees taking part in the inventory had been told to look back over the previous five years' operations in assessing themselves. World Service Office teams, however, were given no such backward limit.

PURPOSE

Problem: *Lack of clearly defined parameters for role, duties, responsibilities, and accountability of the Management Team in structure of the WSO.* Due to our inexperience in system changeovers, we didn't anticipate the need for or development of a Management Team component in the staff team structure at WSO. It evolved over

the course of time, and we didn't recognize the need to develop parameters for those things. *Solutions offered:*

- Develop written description of Management Team role, responsibilities.

Goals

Problem: *Lack of clearly stated goals.* Without stated goals, we have only remedied existing problems as they have occurred so far, operating mainly in a reactive mode. Approximately one year ago, we decided to become more proactive in planning and setting goals. Our foundational development plan was developed to assist us in this area. *Solutions offered:*

- Identify and establish short- and long-range goals.
- Establish common goals and plans with trusted servants.

SERVICES

Problem: *Inconsistent communication to other teams.* The majority of communication comes from the team members. *Solutions offered:*

- More frequent full-staff meetings.

HUMAN RESOURCES

Work distribution

Problem: *Work distribution.* The process is so new that it has not been adequately accomplished. There seems to be some reliance on those who have particular expertise. Because of the high expectations and standards we place on our work, we have been unwilling to accept the reduced quality and quantity that would naturally occur with someone else learning that particular expertise. *Solutions offered:*

- Cross training.

Delegation of duties

Problem: *Insufficient delegation.* There has been a lack of training in the area of delegation. Most of the managers still tend to do a particular job themselves instead of delegating it out. The WSO board has recently taken steps to help ensure that executive management delegates tasks to other managers. Training sessions have been scheduled for the Management Team on delegation. *Solutions offered:*

- Training for all managers about the processes needed to effectively and appropriately delegate tasks.

Training

Problem: *Lack of management training.* Lack of regularly scheduled management training in general operations. *Solutions offered:*

- Plan and schedule yearly training as a continuing and standard practice.

Sufficient time, staff members for duties

Problem: *Lack of sufficient time for planning and accomplishment of tasks.* The volume and diversity of work is such that rarely is there adequate time to plan or accomplish tasks. As a result we end up planning and accomplishing tasks as a reaction to ongoing situations rather than making proactive decisions. We constantly allow other things to get in the way. The current service system often does not seem to allow for this kind of time to be available. *Solutions offered:*

- We need to schedule time to plan into normal WSO operations

FINANCIAL RESOURCES

Cost effectiveness

Problem: *Lack of adequate systems to evaluate team's effectiveness.* When asked in the team resources section of the questionnaire about the cost-effectiveness of our team and the team's effectiveness in carrying out its defined policies, we responded that we either don't have systems or policies in place or, in most cases where we do have them, they were developed some time ago and are outdated and not really followed. *Solutions offered:*

- Review existing policies and propose revisions that would make them more useful to our operations.
- Set aside time to identify systems for which protocols or processes need to be developed and recorded. Analyze such systems and develop simple protocols/processes.

RESOURCES--FACILITIES AND EQUIPMENT

Adequate facilities

Problem: *Lack of adequate facilities.* The current facilities are no longer adequate for WSO operations. The needs for specialized work areas (such as a typography room, enclosed areas for noisy equipment, quiet areas for proofreading jobs, work areas for large mailing jobs etc.) cannot be accommodated due to limited space or lack of space altogether. Present location of office facilities in three buildings contributes to the problem of disjointed management. Adequate work spaces and warehouse space

would greatly enhance work performance, effectiveness and reduce costs overall.

Solutions offered:

- New facility with adequate space for personnel, equipment, work needs, and warehouse requirements.

STRUCTURE--YOUR TEAM WITHIN THE WSO

Staff meetings

Problem: *Use of team concept.* Although we have begun to effectively use the team concept, there are still times when it isn't practiced. One of those places is in full-staff meetings. The focal point in full-staff meetings is still the executive managers, which doesn't affirm management's commitment to the team approach to the staff. *Solutions offered:*

- Begin to delegate to other managers the responsibility for conducting full-staff meetings. This will visibly affirm management's commitment to this concept.

CONFERENCE SERVICES TEAM

PURPOSE

Project planning

Problem: *Inefficient project planning and goal setting.* Poor instructions, communications, and methods sometimes lead to confusion and loss of productivity. The team has difficulty setting short- or long-term goals, then devising project plans to carry out those goals. We also do not take the time to evaluate a project we have completed to assess whether or not problems that occurred could be avoided in the future. We are caught in a "hurry up and wait" syndrome: items are delayed, deadlines are missed, and then staff are expected to take up the slack. Some team members have resistance to more structure with regards to planning. *Solutions offered:*

- Delay deadlines when possible
- Training in project-planning and goal-setting skills
- Evaluation of completed project

SERVICES

Problem: *Lack of definition and agreement as to the role and mission of individual staff members, departments, teams, and the office in general.* Sometimes causes territorialism. The role of the special worker varies depending on the his or her position and group he or she is working with. There are differing opinions, and resistance. A shift was noted, from direct fellowship-related services to serving primarily conference administrative (bureaucratic) needs. Team members did not agree on whether or not this is a problem. *Solutions offered:*

- Clarification of team mission and job descriptions, especially during new employee orientation.
- Better definition of the role of the special worker.

Between your team and other teams

Problem: *Duplication of services.* We duplicate some services provided by other teams--providing group starter kits, basic NA information, NA history information, etc. We sometimes keep duplicate files throughout the office, such as *Conference Reports*, *Newslines*, *Conference Digests*, and the like. *Solutions offered:*

- A centralized fellowship information file could provide assistance to all teams
- Have interteam problem-solving discussions

Between your team and the WSO Management Team

Problem: *Inadequate personnel services to meet needs of staff.* Access to personnel records is limited and difficult. There is no centralized resource for benefits administration, nor is there a personnel manager to help employees understand policies and practices. Creating a position for a personnel manager would improve the professional atmosphere at WSO and provide workers with an employee advocate.

Solutions offered:

- Create a position for a personnel manager
- Create an employee handbook

Between your team and the public

Problem: *Inability to assist people whose needs are outside the scope of what NA does.* When on the phone with people who have needs that we don't usually handle, we have no resources or guidelines for even simple referrals. It feels like we shut the door in their faces at a time when they are in need. *Solutions offered:*

- Create office guidelines for basic referrals to agencies that can assist people in ways NA can't.

Problem: *Neglect of our relationships with non-NA agencies that help addicts.* We only communicate and cooperate with the organizers of non-NA events during the event rather than throughout the year. For example, the interaction with John French from the New Jersey Department of Health has waned since his proposal was denied.

Solutions offered:

- Develop some plan for ongoing contact with these organizations. The office should also impress this need on trusted servants.

HUMAN RESOURCES

Delegation of duties

Problem: *Uneven work distribution and lack of effective delegation.* We sometimes don't delegate work because we don't want to take the time to explain and train other people to do it—it seems easier to do it ourselves. Our delegation style needs improvement. Our different levels of knowledge and skills hinder the delegation of certain tasks. *Solutions offered:*

- Effective prioritization at management level
- Improve delegation skills and work distribution

Quality of working relationships

Problem: *Lack a team developmental plan.* Lack of adequate interpersonal working relationships within the team. Poor interpersonal communications, i.e., poor listening skills, criticism, resistance to change, lack of respect. *Solutions offered:*

- Team-building training
- Consultations with management advisor
- Individual development of personal skills (communications, constructive criticism)
- Off-site meetings

Clarity of roles, responsibilities

Problem: *Inadequate system for phone relief coverage. Unorganized reception area.* Scheduling problems for predictable and unpredictable needs for coverage. Perception of lack of equality and lack of fairness in scheduling. Too many people assigned. Lack of training for relief people. The information needed for relief people answering phones is spread around the room in different notebooks, etc. Lists are sometimes outdated or hard to find. *Solutions offered:*

- Hire an employee to assist with reception as part of job description
- Improvement of current system by building in standing assignments among five people for each weekday with extras as backup
- An in-house instruction class for all functions in the phone relief responsibility
- Training of another kind
- Complete an organizational project for reception area

Problem: *Untimely response to tax and incorporation questions.* Many questions, not enough time. Questions are extremely complex. Answers not uniform. Staff members with adequate understanding are limited. Legal, traditions, individual issues. *Solutions offered:*

- Don't know.

Training

Problem: *Time management and productivity problems.* Lack of skills. *Solutions offered:*

- Professional time management training.

Problem: *Office tours are inconsistent in information given, things shown, how people are introduced, etc.* Need protocol for office tours. Tours are not consistent or always professional. Sometimes employees are asked in front of a guest if they can do a tour; this is embarrassing, since it is hard to decline if there are other priorities. There is a lack of continually updated information on employee assignments. It would be great if our tours were still friendly, but more professional. (Example of consistency:

Employees would be instructed to always walk the guest to the next building and have the tour set up in advance to continue from there.) *Solutions offered:*

- We need a basic plan (protocol) from management, as well as regularly updated (monthly) printouts of changes in office assignments.

Problem: *Lack of team cross training and lack of skills training (such as computer training).* When employees are absent or have backlogged workloads they are sometimes not effectively covered. Sometimes only one person has full working knowledge of a department. There is some resistance on the team to interdepartmental cross training. On the computer, the amount of time wasted in trying to accomplish tasks with inadequate training exceeds the time it would take to go to computer training class. *Solutions offered:*

- A program of planned training meetings which are not long but regular enough to eventually train all team members on what each department does.

Sufficient time, team members for duties

Problem: *Not enough staff on team.* Team is not capable of handling a normal conference workload. Right now, we have only the team leader, two coordinators, and three clerical assistants. *Solutions offered:*

- Identify hiring needs and hire qualified staff (possibly another coordinator and a reception assistant).

FINANCIAL RESOURCES

Cost effectiveness

Problem: *Inefficient computer process for subscription elimination.* Time waster. Each quarter, those who receive a *Reaching Out* subscription must have the issues they received decreased by one in the computer. This is currently done by hand, first printing a list of those who receive *Reaching Out*, then going through each one to pull up the record and decrease it. It is done manually because the computer program created to do it crashes each time it is run. Those subscribing to the *Conference Report* must also have the issues reduced in this manner. *Solutions offered:*

- Fix the computer program.

RESOURCES--FACILITIES AND EQUIPMENT

Sufficient equipment

Problem: *Accessibility to files and records.* Paper and computer files are not kept in a standardized manner. Staff doesn't know what to save, how to save it, or for how long. *Solutions offered:*

- Professional consultant for office
- Objective discussion by team
- Willingness to subscribe to a new, standardized system

Adequate facilities, work environment

Problem: *Inadequate facilities; work environment.* Physical environment (facilities) is unacceptable: lighting, carpets, walls, ventilation, temperature control, bathrooms, windows, leaks, parking, health and safety hazards. Work environment is filthy, has lack of pleasant atmosphere and decor. Distractions are caused by lack of privacy. Problems with socializing in the halls disturbing work areas, and the proximity of team members. Lack of pride in work environment. *Solutions offered:*

- Move to a better facility
- Budget for building improvements
- Set work-environment standards

STRUCTURE WITHIN THE TEAM

Using the team concept

Problem: *There is resistance to seeing the work of the team as belonging to the whole team and not to individual departments.*

Solutions offered:

- No solution proposed.

Team meetings

Problem: *Our team does not meet regularly.* We lose the feeling of being a team when we do not meet regularly. *Solutions offered:*

- Set a time that team meetings will be held each week, regardless of who is or is not at work that day
- Have team members agree that team meetings take priority over other appointments

STRUCTURE--YOUR TEAM WITHIN THE WSO

Staff meetings

Problem: *The full WSO staff does not meet regularly.* Team members could often use information from other teams to assist us in our work. Employees receive insufficient information on entire workings of the WSO. *Solutions offered:*

- Regular staff meetings with regular team leader reports
- Recommend staff meetings be held every two months on a regular basis

STRUCTURE--VOLUNTEER LEADERSHIP AND YOUR TEAM

Direction for board, committee tasks

Problem: *Special projects get more focused attention than ongoing responsibilities.*
Example: the video script approval process received board review and input, yet the review of the *Guide to Phoneline Service* never happened until it reached the *Conference Agenda Report*. **Solutions offered:**

- There should be some group, probably of trusted servants, we can look to as a resource for all projects, even those that are not deemed crucially important. Some projects need guidance, not just conference floor criticism.

Assistance in completing board, committee tasks

Problem: *Reliance on board and committee leadership to submit reports and approve edits in a timely and efficient manner.* Sometimes communication is held up waiting for, and then fixing, reports and briefs written by trusted servants. **Solutions offered:**

- Maybe board or committee reports could be written by staff under the guidance of the leadership. Have them approved by leadership after staff has written them.

Relation of volunteer leadership to team planning processes

Problem: *We don't have perspective on decisions being made by conference and office leadership.* For example, the WSO inventory was supposed to be the most important project being completed in world services. Yet during the inventory small group presentations, there wasn't one trustee and only one WSO board member involved. In addition, team self-assessments haven't been given due priority by staff. **Solutions offered:**

- When something is noted as being very important, all of us should be required to postpone our other activities, or plan them outside of the time devoted to high priority activity.

Policies and procedures in effect

Problem: *Fear of giving out information.* Decisions change or haven't been made in a timely manner. Communication of decision is not efficient. Decisions get revisited due to changing circumstances. **Examples:** Interim approval, announcement, and reconsideration with a new decision without adequate communication (non-NA event). **Solutions offered:**

- Trusted servants and team members following the communication protocol
- Letting go of need to have answers

**NA WAY OPERATIONS
(PUBLISHING TEAM)**

The reader should note that this team's self-assessment included only succinct statements of the problems it had uncovered; no further explanation of those problems was supplied with the inventory.

SERVICES

Within your team

Problem: *Uncorrected errors in "Comin' Up," the fellowship calendar section.*

Solutions offered:

- Once changes are made by editorial staff, a hard copy of such changes should be forwarded to the staff member responsible for data entry.

Between your team and the WSO Management Team

Problem: *Lack of direction and planning for editorial development of The NA Way Magazine.*

Solutions offered:

- Offer the problems to the Management Team for discussion. When doing this, outline clearly the problem areas and the direction sought, giving the management solid options for resolution of this problem. (Point out the study of WSO periodicals conducted over the last two years as the source of the information.)

Problem: *Lack of adequate communication about the NA Way budget; lack of sufficient information about budgetary matters and magazine's current financial status.*

Solutions offered:

- Members of Publishing Team should develop and justify *The NA Way's* budget to Management Team.
- Publishing Team leader should be given orientation about WSO's budgetary processes and how to track budget, and then report regularly to team.

Between your team and world service volunteer bodies

Problem: *The NA Way Magazine Review Panel is misdirected and inefficient.*

Solutions offered:

- Review guidelines for review panel, revise their purpose and function and develop a proposal to conference about revised panel, or eliminate it altogether

Between your team and the public

Problem: *Lack of backup vendors for The NA Way.*

Solutions offered:

- Find adequate backup vendors for art, printing, binding, mailing, and fulfillment services for magazine.

HUMAN RESOURCES

Training

Problem: *Lack of planning and expertise in the areas of circulation management and marketing for The NA Way.*

Solutions offered:

- Depending upon Management Team's decisions about magazine, find suitable training for Cindy M in the area of circulation management and magazine marketing. Use skills thus obtained to help in addressing circulation/marketing problems.

FINANCIAL RESOURCES

**Cost effectiveness;
availability of funds for your team's operations**

Problem: *Quality problems in NA Way's graphic design.*

Solutions offered:

- Await Management Team's decisions about the future of the magazine. Then hold a special Publishing Team meeting to plan the implementation of the Management Team's decisions.

STRUCTURE--VOLUNTEER LEADERSHIP AND YOUR TEAM

Relation of leadership to team planning process

Problem: *Lack of direction and planning for editorial development of The NA Way Magazine.*

Solutions offered:

- Discuss problems with magazine's editorial board over a number of conference calls.

PUBLISHING TEAM

The reader should note that this team's self-assessment included only succinct statements of the problems it had uncovered; no further explanation of those problems was supplied with the inventory.

PURPOSE

Long-term goals

Problem: *Lack of time necessary to do anything other than basic services, especially research and development.*

Solutions offered:

- Identify additional R&D projects staff would like to engage in. Describe their value to the organization. Prioritize them. If they are of sufficient priority, allocate staff.

Project planning

Problem: *Lack of adequate planning and preparation by the Management Team about development of the WSO annual report.*

Solutions offered:

- Work on the WSO annual report should begin immediately after the completion of the previous one and should be a year-round activity.

Problem: *Copyright management--inadequate follow-up on permissions granted.*

Solutions offered:

- Give assignment to one staff member, develop protocol for following up on permissions granted.

Problem: *Lack of sufficient planning about graphic design of material being developed.*

Solutions offered:

- Reconfigure design team to include people who have a responsibility for design and production, and include design discussions in the planning stage for material to be developed.

SERVICES

Between your team and other teams

Problem: *Lack of awareness of individual responsibilities between teams; general communications problems.*

Solutions offered:

- Develop and regularly update a short list of every staff member's job duties

Problem: *Duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination for Conference Report, Conference Digest and Newslane.*

Solutions offered:

- Review process used to accomplish this responsibility. Place it with one team (preferably the Publishing Team); assign one staff member to oversee process (not necessarily team leader).

Problem: *Lack of adequate experience among Loner Group staff in group service, fellowship development.*

Solutions offered:

- Have Loner Group support reassigned to the group services staff of the Fellowship Services Team, with the Publishing Team providing editorial assistance for *Meeting by Mail*.

Problem: *Insufficient awareness about WSO style guide and standards.*

Solutions offered:

- Develop an orientation program that would be delivered annually by an editorial staff member to all appropriate staff regarding the standards and their usage.

Problem: *Impermeability of team walls.*

Solutions offered:

- Assess availability of editorial staff and notify other teams of such availability.
- Do a team-by-team assessment of form letters.
- Utilize editorial staff to copy edit/proof all reports leaving the office.

Between your team and the fellowship

Problem: *Meeting by Mail distributed in some jails.*

Solutions offered:

- Add notice to first page of *Meeting by Mail* that it should not be distributed to jails.

HUMAN RESOURCES

Work distribution

Problem: *Sufficient time to do careful copyedit and proofing.*

Solutions offered:

- During weekly team meetings, mention upcoming work to be done and make assignments to editorial staff.

Problem: *Lack of cross training, continuity in assignments, and procedural materials about specific tasks.*

Solutions offered:

- Establish cross training as a top priority for the team during this next year. In the meantime, develop some orientation and procedural material for each of the responsibilities for which cross training is to occur, and develop and implement a team cross training schedule by December 1995.

Clarity of roles, responsibilities

Problem: *Lack of updated job descriptions.*

Solutions offered:

- Job descriptions should be updated at time of annual performance evaluations.
- Job descriptions should be updated whenever an employee is reassigned.

Training

Problem: *Lack of organizational orientation about NA, the office, our role within world services, differences between volunteers' and staff's roles, service structure, etc.*

Solutions offered:

- A series of orientations focusing on the above-mentioned topics. Include some volunteers in the development and presentation of these orientation sessions.

STRUCTURE WITHIN THE TEAM

Team meetings

Problem: *Lack of sufficient time in team meetings to discuss issues.*

Solutions offered:

- Have weekly team meetings, regardless of whether all members are available or not. Assign a member to provide update to those members who may not be present.
- Have a monthly special meeting focusing on a specific topic.

Measuring your team's effectiveness

Problem: *No benchmarks to measure team progress against.*

Solutions offered:

- Publishing Team should set time aside to have a special meeting to discuss.
- Management Team should take initiative regarding team development; have consultants evaluate progress.

STRUCTURE--YOUR TEAM WITHIN THE WSO

Staff meetings

Problem: *Lack of awareness of individual responsibilities between teams, general communications problems.*

Solutions offered:

- Management Team should facilitate monthly all-staff meetings with reports and structured interteam interaction.

SHIPPING TEAM

SERVICES

Between your team and other teams

Problem: *Isolation from normal WSO service interaction.* The misconception others at the WSO have that we are somewhat different because of the nature of the work we do; that the Shipping Team is not concerned with issues that affect the fellowship as a whole. *Solutions offered:*

- An ongoing orientation module will assist all staff in understanding how we interact.

Problem: *Team territoriality.* The Shipping Team has established boundaries that have isolated its members from the rest of staff. This isolation has been perpetuated by those on staff who view Shipping as "less than." *Solutions offered:*

- During the staff's basic NA orientation, a section should be devoted to internal staff interaction and support in accomplishing WSO's overall mission.

HUMAN RESOURCES

Work distribution

Problem: *Monitoring stock levels, triggering new production.* Insufficient cross training in knowing when more units of a particular item need to be produced in order to maintain floor levels. *Solutions offered:*

- Cross train current Shipping staff in monitoring floor stock levels, determining when new production required.
- Hire departmental assistant who is familiar with stock monitoring and reordering.

Quality of working relationships

Problem: *Lack of team cohesion.* A lack of clear focus and definition as a team has led to personality conflicts. The team leader has functioned more as an old-style manager than a *team leader*. *Solutions offered:*

- Recommitment to grow and develop together as a team.
- Team leader's commitment to adapt his leadership style.

Problem: *Personality conflicts within the team.* Especially the assignment of supervisory responsibilities to one team member without providing that member with corresponding training. *Solutions offered:*

- Continued training for those with supervisory responsibilities.
- Continued team training.

FACILITIES AND EQUIPMENT

Sufficient equipment

Problem: *Conflicts in scheduling photocopy equipment time.* Last minute report-printing requirements often conflict with ongoing production schedules for stock IPs and handbooks. *Solutions offered:*

- Develop better planning for report printing, advance scheduling.
- In staff training, include description of in-house stock production work so that everyone knows what's involved.

Adequate facilities

Problem: *Running out of warehouse space.* Especially short on packing areas. *Solutions offered:*

- Relocate.

FELLOWSHIP SERVICES TEAM

PURPOSE

Short-term goals

Problem: *Short-term goals.* Team as a whole was unclear about what constituted a short-term goal. *Solutions offered:*

- Discuss, define, identify team's short-term goals in team meetings.
- Follow-up on goal fulfillment.

Long-term goals

Problem: *Long-term goals.* Lack of clarity about what long-term goals are and what this team's long-term goals should be. *Solutions offered:*

- Need assistance in defining term, "long-term goal," and identifying the team's long-term goals.

Project planning

Problem: *Project planning.* Lack of time for proactive planning; time spent more on damage control, responding to immediate requests and crises. A planning meeting would require exchange of information and interaction with other teams. There are many ideas and projects for all of world services and the fellowship that can't come to fruition because we are spending all our energy just keeping our heads above water. Many of these things, especially if they are innovative, require the trust and support of trusted servants. *Solutions offered:*

- Discuss and schedule a team planning meeting.
- Don't let other things take priority and force a planning meeting off the schedule.

SERVICES

Between your team and other teams

Problem: *File maintenance (computer and paper).* Inconsistent system throughout. *Solutions offered:*

- Develop consistent file coding system throughout office.
- Computer and paper files should match whenever possible.

Problem: *Assistance to other teams.* The team receives requests for assistance that are not fully planned or thought out. timelines between teams aren't always in sync. Lack of coordination and background information. Priorities, timeframes not mutually established. *Solutions offered:*

- Establish interteam communications, cooperation protocols.

- Exchange sufficient information to establish priorities.

Problem: *Front desk relief.* Takes away from primary work. Lack of training, orientation. too many different staff provide relief. Staff are in three buildings, so there is no way to know who is where. *Solutions offered:*

- Hire permanent part-time staff for front desk relief.
- Install voicemail system.
- Train those providing receptionist relief.
- Install paging system.

Between your team and the fellowship

Problem: *Rampant database inaccuracies.* Insufficient data, infrequent updates from fellowship. *Solutions offered:*

- Honestly, directly confront fellowship with need for current, correct information. Educate the fellowship.

Problem: *Correspondence not turned around quickly enough.* Long orientation process. Frequent rewrites, review by one or more staff members. *Solutions offered:*

- Use acknowledgment letters for immediate response.
- Train staff in letter-writing skills.
- Train staff in service structure, processes.
- Hire additional staff.

Problem: *Phone calls.* Inconsistent responses. Lack of coherent procedure or policy for standard responses. Inadequate screening, inappropriate routing at front desk. *Solutions offered:*

- Voice mail.
- Front desk phone training.
- Procedure manual for standard responses to telephone queries.
- "In and out" systems.

HUMAN RESOURCES

Clarity of roles, responsibilities

Problem: *Measuring team effectiveness.* Lack of standards, measurements. *Solutions offered:*

- Further develop job descriptions.

Problem: *Computer network administrator's team assignment.* The network administrator has no function on the Fellowship Services Team; she is grouped with us solely because of the connection between data services and group services. *Solutions offered:*

- Reassign the network administrator to the appropriate team.

Training

Problem: *Training.* Don't know what team's training needs are. Lack overall team training plan. Training wasn't seen as a high priority until recently. *Solutions offered:*

- Identify team training needs.
- Establish priority for training, and stick with it.

Sufficient time, team members for duties

Problem: *Provision of services to fellowship.* Lack of sufficient staff and time. *Solutions offered:*

- Hire, train additional staff.
- Train current staff in time management techniques.

RESOURCES—FACILITIES AND EQUIPMENT

Work environment

Problem: *Facilities and equipment.* Crummy, limited space. Aging, inadequate equipment. *Solutions offered:*

- Find new quarters, with staff all in one building.
- Plan work space appropriately.
- Do not jerry-rig primary equipment from an equipment graveyard.

STRUCTURE WITHIN THE TEAM

Using the team concept

Problem: *Team concept.* Lack of clarity, understanding of team structure. *Solutions offered:*

- Team discussions of team concept.
- Staff training about team concept.

Team meetings

Problem: *Team meetings.* Not everyone participates. *Solutions offered:*

- Initiate team-building activities to reduce team anxiety.
- Foster sense of equality among team members
- Promote more discussion that isn't directly team-related
- Off-site meetings for team-building purposes

Measuring your team's effectiveness

Problem: *Measuring team effectiveness.* Lack of standards, measurements.

Solutions offered:

- Develop team procedure manuals.

STRUCTURE--VOLUNTEER LEADERSHIP AND YOUR TEAM

Relation of volunteer leadership to team planning process

Problem: *Support of the WSC.* Tendency to overextend limits at WSC functions.

Solutions offered:

- Establish limits and stick to them.
- Make our responsibilities, procedures, and schedules clear to the trusted servants with whom we work.

ACCOUNTING TEAM

PURPOSE

Goals

Problem: *The team has no goals, either short- or long-term.* If we do not know where we are going or what we are trying to accomplish, it is almost impossible to get there. Individual and team efficiency and production are affected negatively. There is little opportunity for improvement because there is little understanding of what to improve.

Solutions offered:

- Use the team meetings to set commonly recognized goals. This will allow all team members to focus on known, understood purposes and objectives instead of individual, diverse purposes and objectives.
- Allow time in team meetings to monitor the fulfillment of team goals and, when necessary, to reevaluate the feasibility of the goals the team has set.

Project planning

Problem: *No process for team planning.* No process for planning means no plans. We have to plan to plan. With no plans, it is difficult to distribute work at all, let alone evenly. The Accounting Team is not working at maximum efficiency levels, and production and morale are negatively affected. **Solutions offered:**

- Establish a process for team planning that can be used in team meetings. Allow enough time in team meetings to use this planning process.
- Make team planning a high priority activity.

SERVICES

**Within your team, between your team and other teams, and
between your team and the WSO Management Team**

Problem: *Inadequate communication.* Communication within the team is selective. Communication between our team and other teams is also inadequate. **Solutions offered:**

- Improved, more frequent team meetings—at least once a week.
- More written communication within the team, especially between team meetings.
- Interteam communication may be improved by increasing written communication and relying less on verbal communication.

HUMAN RESOURCES

Work distribution

Problem: *Tasks are not distributed evenly.* Tasks and projects are not delegated because of real or perceived lack of job knowledge. There is little or no team planning because there is no such process. Delegation and planning are not given high priority. These factors all inhibit the even distribution of work among team members, even if we recognize the desirability of the goal. *Solutions offered:*

- Begin, complete cross training within the team. This will give the team greater versatility in distributing work among members. Recognize, accept that doing so will negatively impact production in the short-term while cross training is taking place.

Training

Problem: *Lack of training.* Lack of cross training puts this team in a position where anyone's absence has a distinctly detrimental effect on production and work flow. Lack of cross training also inhibits our ability to respond to short-term extra work demands. Lack of technical training inhibits the team's ability to effectively evaluate problem areas and produce positive solutions. *Solutions offered:*

- Cross training.
- Begin team training in the team concept and purpose, cost effectiveness, budgeting within world services, and roles and responsibilities within the team.

RESOURCES--FACILITIES AND EQUIPMENT

Adequate facilities

Problem: *Work areas in separate buildings.* This team has little knowledge of what the other teams do, how they work, or where the Accounting Team fits into the big picture of WSO's mission. The physical distance created with three buildings for WSO staff makes interteam cooperation and interaction much more difficult. The apartness creates suspicions, envy, and otherwise has a negative affect on morale. *Solutions offered:*

- Relocate entire staff to a single building, so all teams can work in closer physical proximity to one another.

Problem: *Lack of space creates inefficiencies in:*

1. *Accessing accounting storage, and*
2. *Producing and storing adequate hard-copy records of transactions.*

Solutions offered:

- Procure larger, more accessible long- and short-term storage.

STRUCTURE--YOUR TEAM WITHIN THE WSO

Staff meetings

Problem: *Incomplete awareness of WSO financial status and process for making financial decisions.* Causes envy and has generally negative affect on morale.

Solutions offered:

- Provide more information in all-staff meetings on WSO financial status.
- Provide more information in staff orientation on financial decision-making processes and policies.

WSO STAFF OPERATIONS SELF-ASSESSMENT MATERIALS

OVERVIEW

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

General timeframe

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

Participants

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

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

Self-assessment phase

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

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

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

Evaluation of self-assessments

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

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

Senior management summary

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

Operational audits; relation to self-assessment program

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

1. review of the minutes of the board of directors to ensure that the fiscal operations are in compliance with board decisions;
2. examination of expenditures to determine our adherence to established internal controls;
3. assessment of policies and procedures to determine if they are in compliance with internal controls;
4. contacts with many of our customers to verify the validity of our accounts receivable records;
5. oversight of the year-end inventory at WSO-Van Nuys and reconciliation of inventory information from the branch offices, which may extend to visits to the branches or the retaining of local accountants to verify physical property;

6. an examination of all financial records for accuracy;
7. a review of reports to state and federal government agencies for accuracy;
8. verification of additions to assets reflected on the balance sheet; and,
9. examination of the handling of all assets to determine if there are any practices which are not consistent with proper business practices or office policies.

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

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

MAIN QUESTIONNAIRE

TEAM PURPOSE

1. List your team's primary responsibilities. Identify the strengths and weaknesses in the way you fulfill these responsibilities. Include:
 - a. Ongoing responsibilities; and,
 - b. Special projects assigned by the conference or by a board or committee for completion by a particular date.
2. List your team's short-term goals. Identify your team's strengths and weaknesses in fulfilling these goals.
3. List your team's long-term goals. Identify your team's strengths and weaknesses in fulfilling these goals.
4. Describe your team's project planning processes. Identify the strengths and weaknesses in these processes.
5. Additional comments.

TEAM SERVICES

1. Your team provides services in the following general categories: communications, administrative support, and consultation.¹ Using the list of team responsibilities you developed in the first question in the Team Purpose category, identify your strengths and weaknesses as you assess your provision of services in the following areas:
 - a. Within your team
 - b. Between your team and other teams
 - c. Between your team and the WSO Management Team
 - d. Between your team and NA members, groups, area services, and regional services
 - e. Between your team, the World Service Conference, and world-level service boards and committees
 - f. Between your team and the public (including vendors, citizens with public information inquiries, non-NA customers, etc.)
2. Additional comments.

¹ By *communications services*, we mean written correspondence, reports, bulletins, and newsletters as well as telephone and face-to-face contacts in which information is conveyed. *Administrative support services* are those jobs we do to keep the world services organization working smoothly. *Consultation services* are provided when we answer correspondence or telephone calls or attend meetings to offer advice or suggestions on someone else's work, at their invitation, based on our team's specialized experience.

TEAM RESOURCES

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

TEAM STRUCTURE

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

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

SUPPLEMENTARY MANAGEMENT QUESTIONS

TEAM RESOURCES

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

TEAM STRUCTURE

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

PROBLEM EVALUATION FORM

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

Identify the problem: _____

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

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

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

Additional comments: _____

**Summary:
Problems Identified by the
World Services Inventory**

**SUMMARY:
PROBLEMS IDENTIFIED BY THE
WORLD SERVICES INVENTORY**

Introduction.....	219		
A.1,2.Purpose: goals, objectives	220		
B.World service resources			
B.1.Human resources	220		
B.1.a.Human resources: special workers			
1) WSO staff role in world services; staff relations with volunteers	221		
2) Shortage of staff.....	221		
3) Work distribution, delegation, job descriptions, assignments.....	221		
4) Training, cross training.....	222		
5) Inside staff working relationships.....	222		
B.1.b.Human resources: volunteers / trusted servants			
1) Selection; removal.....	222		
2) Diversity	223		
3) Standards.....	223		
4) Work distribution	224		
5) Funding service expenses	224		
6) Best utilization.....	225		
7) Working relationships.....	225		
8) Leadership	225		
B.2.b.Financial resources: allocation			
1) Criteria for allocation	225		
2) Lack of control over budget.....	226		
3) Funding WSC Development Forum travel.....	226		
4) WSO facilities.....	226		
B.2.c,d.Financial resource utilization, accountability	227		
B.3.a.Resource utilization: sharing resources throughout world services	227		
B.3.b.Resource utilization: maximizing resource use			
1) Goals, planning	227		
2) Budget related to goals	228		
C.Structure			
C.1.Structure: elements-- zonal forums	228		
C.2.Structure: relationship and roles [of respective boards, committees]	228		
a. Definitions of roles and responsibilities of various elements.....	229		
		b. Relations, conflicts between boards, committees	230
		b. Relations, conflicts between [staff teams].....	231
		c. Origination of service projects	231
	C.3.Structure: decision making		232
	C.4,5.WSC policies, standards, methods, procedures, process, accountability		232
	C.4,5.Board and committee policies, standards, methods, procedures, process, accountability		
	a. Meeting policy		233
	b. Guidelines		233
	c. Evaluation of own work		233
	d. Working processes.....		233
	e. Grievances, interpersonal relationships, conflict resolution, trust.....		234
	C.4,5.WSO staff policies, standards, methods, procedures, process, accountability		
	a. Meeting policy		234
	b. Evaluation of own work		235
	c. Grievances, interpersonal relationship, conflict resolution, trust.....		235
	d. Working processes.....		235
D.Communication.....	235		
D.1.Communication: within the fellowship	236		
D.1.a.Communication within world service boards and committees	236		
D.1.a.Communication within WSO staff	237		
D.1.b.Communication between world service entities.....	237		
D.1.b.Communication between WSO staff and related boards and committees	237		
D.1.c.Communication between world services and the fellowship	238		
D.2.Communication channels: translations, translatability of service materials	239		
D.2.b.Communication channels: periodicals.....	239		
E..... Services			
E.1-3.Services to the fellowship	239		
E.5.Public relations services	239		

INTRODUCTION

On the following pages you will find a summary compilation and condensation or differentiation of the problems identified by NA's world services inventory. We used every single problem identified in the process of the inventory in producing this summary, as shown in Appendix One. We have combined similar problems and their descriptions, condensed extensive narrative, and differentiated complex problems from the full table into separate elements to make it easier for the reader to review the world service organizational and operational problems identified by the inventory, and consider what to do about them.

The material in this summary is organized in the same way as the complete table shown in Appendix One. Consolidated and condensed problem descriptions are sorted according to the categories defined by the scope of the inventory. When many descriptions fit under a single scope category, we broke that category down into subcategories; many of those subcategories came from the Self-Assessment Tool, Part 2, or the WSO staff self-assessment material. Note that some identified problems did not fit neatly into a single category; two or more categories were grouped together into one heading under which those problem descriptions appear. Also note that some categories had no problems identified.

Before proceeding into the summary itself, there are a few other things we want to point out:

Coverage. We were able to consolidate all the problems identified by the World Service Conference, world service board and committee, and World Service Office staff team self-assessments. These assessments were all conducted in a similar fashion using similar formats, producing results that could be easily compared against one another. However, we were unable to incorporate the results of the fellowship survey--which was composed of group, area service committee, and regional service committee questionnaires--into this consolidation of inventory problems. The nature of the fellowship survey, the format of the questions, and the shape of the results were too dissimilar from the world service self-assessments to combine the two. As you review this summary, we encourage you to compare the categories shown here to those found in the compilation of the fellowship survey results in Chapter One of this report.

Number format. The numbers leading off the entries in each category are placed there to make it easier for readers to refer to those entries in discussion and writing. They do not indicate any priority ranking of any sort.

Attribution. In laying out the consolidated and condensed problem descriptions in this summary, we have deliberately not identified the specific boards, committees, or staff teams that identified the various problems. What is important about these problem descriptions, we believe, is the message they contain, not the identities of the messengers. We have tried only to indicate the number of separately identified problems consolidated under each heading and the number of bodies from which these problem identifications are drawn so as to present them in proper perspective.

Terminology. *Body, bodies.* Our inventory examined a variety of service entities: the World Service Conference; the World Service Board of Trustees; the boards of directors of our two corporate entities, the World Service Office and the World Convention Corporation; the Interim Committee, six standing committees, and one ad hoc committee currently operating under the guidance of the World Service Conference; and the six working staff teams operating at WSO-Van Nuys at the time the inventory was taken. In noting the sources of the problem descriptions compiled below, we found it useful to be able to refer to all these very different kinds of world service units simply as *bodies*, and to refer generically to any working world service unit as a *body*.

Volunteer. Sometimes it was necessary to distinguish in shorthand between bodies composed of trusted servants (such as our world-level boards and committees) and those composed of special workers (the working staff teams at the WSO). Under those circumstances, we sometimes referred collectively to *volunteer bodies* (as opposed to staff teams), meaning those boards and committees made up of NA members serving on a voluntary basis rather than as paid employees. Readers would be mistaken if they took this designation to mean that any of these bodies are made up of just anyone who shows up and volunteers to take part in their work--they are not.

A.1.2. PURPOSE--GOALS, OBJECTIVES

The conference inventory and one staff team identified four problems in this broad category. Those problems can be summarized as follows:

1. The WSC has no clearly stated objectives or single purpose.
2. Some in service are unclear about what constitutes a short-term goal, what long-term goals are, and what long-term goals should be.

B. WORLD SERVICE RESOURCES

B.1. Human resources

Two volunteer bodies identified three problems applying generally to the category of human resources, both staff and volunteer:

1. Because internal operational guidelines are inadequate, both committee members and staff members lack clarity concerning their respective roles and responsibilities
2. Lack of trust permeates our entire system.
3. There is too much work being attempted in too little time with very little planning. Work is assigned to people with a history of producing; there is no time to try out new people to see if they are capable or what kind of training they need to become capable.

B.1.a. Human resources—special workers

1) WSO staff role in world services; staff relations with volunteers

Ten problems were identified in this category by seven volunteer bodies. Those problems can be summarized as follows:

1. Lack of clarity about WSO staff's role and responsibilities in relation to board and committee work.
 - a. There is insufficient information about who is assigned to staff a board, committee, or project, how they are assigned, what their responsibilities are, or how to impact the assignment process.
 - b. There is no clear way to address performance issues for staff assigned to a board, committee, or special project team.
 - c. Limited interaction between volunteers and staff makes it difficult to evaluate staff's work and supervise them.
 - d. Sense of accomplishment. Much of the various board and committee agenda is presented by WSO staff as if for rubber stamping.
 - e. Lack of definition lends to confusion on what is fair to expect from special workers in terms of participation and role with the committee.
2. Selection and utilization of consultants. We know that much of the fellowship is leery of hiring consultants. We have not successfully communicated their role or importance.
3. Recognizing the importance of staff and communicating that to the rest of world services. There are really four parts of world services; the most important one, WSO staff, is not treated equally.
4. Perception of ineffective staff. Prior to WSC'94, office staff had promised more than they could reasonably expect themselves to deliver. When this expectation was deliberately cut down, some perceived office staff and directors as having become suddenly incompetent.

2) Shortage of staff

Six problems were identified under this category in the conference self-assessment and by two volunteer bodies and three staff teams. Those problems can be summarized as follows:

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

3) Work distribution, delegation, job descriptions, assignments

Seven problems were identified under this category by four staff teams. Those problems can be summarized as follows:

1. Work is not delegated adequately. There has been a lack of training in the area of delegation; most of the managers still do work themselves instead of delegating

tasks. The office relies on those who have particular expertise and has neglected to train others.

2. The office lacks updated job descriptions for its employees.
3. The existing system for front desk relief is inadequate.
4. The computer network administrator is assigned to a team whose work she has almost nothing to do with.

4) Training, cross training

Ten problems were identified under this category by all six staff teams. Those problems can be summarized as follows:

1. Lack overall team training plan. Don't know what team training needs are. Training wasn't seen as a high priority until recently.
2. Lack of staff organizational orientation about NA, the office, our role within world services, differences between volunteers' and staff's roles, service structure, etc.
3. Lack of cross training and procedural materials about specific tasks. Tasks and projects are not delegated because of real or perceived lack of job knowledge. There is little or no team planning because there is no such process. Specific areas: monitoring stock levels to trigger new production; computers; planning and expertise in the areas of circulation management and marketing for *The NA Way*; time management and productivity.
4. Lack of regularly scheduled management training in general operations.

5) Inside staff working relationships

Three problems were identified under this category by two staff teams. Those problems can be differentiated as follows:

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

B.1.b. Human resources--volunteers / trusted servants

1) Selection; removal

Sixteen problems were identified under this category by the conference self-assessment and six volunteer bodies. Those problems can be summarized as follows:

1. WSB lacks personnel resources to accomplish its goals:
 - a. Not enough trustees to do work described in guidelines.
 - b. No provisions to draw additional help onto trustee committees, except WSC committee chairs and vice chairs.
 - c. Funds to pay expenses for additional committee members unavailable.

- d. Volunteers unable to accomplish some WSB goals with resources as limited as they are.
2. The WSC does not have an adequate nomination or election procedure, limiting the conference's choices to those present at an annual meeting or personally known to a large number of participants.
3. Requirements for nominees are unclear. There is no consideration of the range of skills needed to accomplish world service tasks when composing some boards and committees.
4. There is no process in guidelines or practice to remove or censure board or committee members.
5. Difficulty in getting experienced nominees from local translation committees without negatively impacting translation work in progress. (We ask new WSTC members to resign from their local translation committees to prevent conflicts of interest.)
6. Assignment of WSTC members by other world service entities. WSTC membership is created by four entities. While this has proved valuable in certain ways, it has put WSTC at their mercy for recruiting new, qualified members. It also makes it difficult for WSTC to hold meetings at the conference or at quarterlies.
7. Our trusted servant selection process does not allow us to ask direct, relevant questions of candidates for leadership positions, such as: Do you have time to do the work involved? How much do you have? What kind of a leader are you?
8. Inability to ask questions during the election procedures creates a lack of trust in trusted servants.
9. The introduction of those in attendance at the WSC during nominations, while no one speaks for those not in attendance, has the appearance of favoritism.

2) Diversity

Six problems were identified under this category by the conference self-assessment and five volunteer bodies. Those problems can be summarized as follows:

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

3) Standards

Sixteen problems were identified under this category by the conference self-assessment and seven volunteer bodies. Those problems can be summarized as follows:

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

2. There is no detailed written description of the board/committee member, officer, or RSR's proper role (that is, a policy and procedures manual), and no orientation program for new trusted servants to help them adjust.
 - a. Newer participants don't understand format or how the WSC's parts (that is, the committees and boards) are integrated into the whole WSC. They likewise lack understanding of nominations, elections, and the rules of order.
 - b. Language barrier causes some participants to be less informed than others. Lack of translated world service communications perpetuates this inequality.

4) Work distribution

Seven problems were identified under this category by five volunteer bodies. Those problems can be summarized as follows:

1. The human factor. What seemed to be the impetus for an inventory has all but been ignored: what happens to peoples lives when they become involved in world services, and our need to perpetually make outrageous demands on people, then abuse them. It is impossible for someone who has a regular job (not self-employed) to have any vacation except for service work. Especially acute problems:
 - a. Board officers have "triple duty" as board members, board officers, and Interim Committee members.
 - b. Likewise, a great deal of travel and time in addition to WSC week is expected of committee chairs and vice chairs.
2. The same members are constantly doing all the work, because "when you want something done, you find a busy person." There is no formal orientation process. These factors combine to deprive new members of boards and committees of the opportunity to gain experience and become productive.
3. Assignments for work are sometimes given to whomever has volunteered; hence, everyone ends up on the "fun" work group.
4. Lack of clarity of roles, responsibilities of members leads to overlapping responsibility and duplication of effort, which minimizes the effectiveness of work being done.
5. The WSC does not consider the way tasks will be divided among the WSB committees when assigning tasks to the WSB--of ten tasks, for instance, eight may go to External Affairs, two to Internal Affairs, and none to Literature Review.

5) Funding service expenses

Two problems were identified under this category by two volunteer bodies. Those problems can be summarized as follows:

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

6) Best utilization

Three problems were identified under this category by three volunteer bodies:

1. The roles and responsibilities of "interested NA members" [that is, NA members not official members of a board or committee] in board or committee work are undefined; lack of such definition prevents wise use of the human resource they represent.
2. The usual board and committee meeting location in Los Angeles impacts their ability to utilize working groups drawing "interested members" in.
3. Underutilization of world trusted servants at WCNA events, primarily service workshops. The WSC has little, if anything, to do with the world convention as an event.

7) Working relationships

Three problems were identified under this category by the conference self-assessment and two volunteer bodies. Those problems can be differentiated as follows:

1. Board and committee members sometimes attend only parts of meetings, then do not support decisions made in their absence or ask the board to revisit agenda items.
2. Sometimes members are not prepared for meetings or conference calls. This reduces the performance of the meeting or the conference call.
3. There is a level of distrust among trusted servants that does not get discussed.
4. Many RSRs attend the conference, but only a small portion of them participate. This is due to financial difficulties, language barriers, and transportation problems. As a result, there is a large silent population of our fellowship.

8) Leadership

Two problems were identified under this category by the conference self-assessment. Those problems can be summarized as follows:

1. Inconsistent and ineffective leadership by world-level trusted servants.
 - a. Leaders compete for tasks and projects, perpetuating their positions.
 - b. Leadership has poor long-term planning skills.
 - c. World service leadership does not reflect NA as a whole.
 - d. Lack of meeting facilitation skills.

B.2.b. Financial resources--allocation**1) Criteria for allocation**

Eleven problems were identified under this category by the conference self-assessment, eight volunteer bodies, and one staff team. Those problems can be summarized as follows:

1. The WSC sometimes approves guidelines, board/committee goals, ad hoc committee charters, and project plans, then gives them low priority and allocates little or no money to fulfill them.

2. There is no written criteria for allocating funds or travel. Incomplete awareness of world service financial status and process for making financial decisions causes envy and has generally negative affect on morale. Leaves Interim Committee in position of sometimes making difficult decisions and knowing it will catch heat. Results in confusion and antagonism.
3. Inadequate funding, inaccurate budgeting. Actual expenses for services (that is, personal funds expended by board and committee members) are not documented, budgeted, or allocated.

2) Lack of control over budget

Two problems were identified under this category by two volunteer bodies. Those problems can be summarized as follows:

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

3) Funding WSC Development Forum travel

One problem was identified in the conference self-assessment under this category:

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

4) WSO facilities

Six problems were identified under this category by five staff teams. Those problems can be summarized as follows:

1. Aging, inadequate equipment.
2. Physical plant too small.
 - a. The needs for specialized work areas (such as a typography room, enclosed areas for noisy equipment, quiet areas for proofreading jobs, work areas for large mailing jobs etc.) cannot be accommodated due to limited or lack of space.
 - b. Running out of warehouse space. Especially short on packing areas.
 - c. Lack of space creates inefficiency in accessing accounting storage and producing and storing adequate hard-copy records of transactions.
3. Present location of office facilities in three buildings contributes to the problem of disjointed management. The physical distance created with three buildings for WSO staff makes interteam cooperation and interaction much more difficult. The apartness creates suspicions, envy, and otherwise has a negative affect on morale.

4. Physical plant dilapidated. Unacceptable lighting, carpets, walls, ventilation, temperature control, bathrooms, windows, leaks, parking, health and safety hazards. Work environment is filthy, has lack of pleasant atmosphere and decor.

B.2.c,d. Financial resource utilization, accountability

Four problems were identified under this category by two volunteer bodies and one staff team. Those problems can be summarized as follows:

1. Cost effectiveness of volunteer services questioned.
 - a. Specifically in areas of world services where services are duplicated: committees, trustees, office.
2. Lack of backup vendors for *The NA Way*.

B.3.a. Resource utilization--sharing resources throughout world services

Two problems were identified under this category by one volunteer body and one staff team:

1. Revenue generated by WCC is not included in the world services budget.
2. Conflicts in scheduling photocopy equipment time. Last minute report-printing requirements often conflict with ongoing production schedules for stock IPs and handbooks.

B.3.b. Resource utilization--maximizing resource use

1) Goals, planning

Twenty-three problems were identified under this category by the conference self-assessment, eight volunteer bodies, and four staff teams. Those problems can be summarized as follows:

1. One-year conference time frame yields short-term focus. WSC project assignments are made in one-year increments, and are reaffirmed as needed from year to year. In reality, conference entities have only six months of work time each year; three months are needed to prepare, finalize, and publish the CAR, and conference bodies are put on effective hiatus for three more months while the fellowship-at-large reviews the CAR and prepares its RSRs for the WSC annual meeting. This calendar produces a short-term focus for world services; it is unsuitable for the long-range planning needed for most of the projects to fulfill the WSB's purpose.
2. Lack of long-term planning. Inconsistent approach to project development, planning, and implementation. A lack of clearly defined, measurable, achievable long- and short-range goals. We set goals haphazardly as the situation of the moment dictates, reacting to crises rather than fitting them into the big picture.
 - a. Conflicting goals create conflicting policies which result in inequitable and inefficient work distribution. Current configuration of world services is geared

toward short-term solutions generated on an annual basis with no long-term vision.

3. Boards, committees, and staff teams cannot plan long-term because WSC doesn't. Tasks cannot be completed due to:
 - a. Lack of continuity in membership
 - b. Change in project scope and shape each year
 - c. Changes in project priorities each year
 - d. Poor or nonexistent project planning

2) Budget related to goals

Four problems were identified under this category by four volunteer bodies. Those problems can be summarized as follows:

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

C. STRUCTURE

C.1. Structure--elements: *zonal forums*

Four problems were identified under this category by the conference self-assessment:

1. There is no organized form of communication for zones.
2. No time set aside at WSC for zonal communication.
3. Lack of clarity regarding purpose of zonal forums. Each zone operates independently regarding purpose and function.
4. Lack of financial and human resources dedicated to zonal forums. The WSC does not set aside finances for zonal forums. The WSC does not provide any means for world trusted servants to participate in zonal forums.

C.2. Structure--relationships and roles [of respective boards, committees]

Three general problems were identified under this category by two volunteer bodies. Those problems can be summarized as follows:

1. Our convoluted service structure makes effective decision making very difficult. With the rotation of board/committee members and the necessary influence of and interaction among service arms, boards and committees find it difficult to recognize and simultaneously resolve many major issues they could otherwise address. Entanglements among service arms drag planning processes out to such an extent as to invalidate them.
2. Boards and committees are not delegated sufficient authority to complete the projects or functions assigned them. The boards and committee, in turn, do not

delegate sufficient authority either to their work groups when assigning projects to them or to their leadership in making critical decisions.

a. Definitions of roles and responsibilities of various elements

Fifteen problems were identified under this category by nine volunteer bodies and three staff teams. Those problems can be summarized as follows:

1. The WSB's educational capacity is underutilized and underprioritized. The WSB's statement of purpose points toward a variety of educational functions the board should be performing: drafting IPs, developing guidelines, guiding the planning process, enhancing fellowship understanding of the traditions, encouraging the exchange of service-related information and experience, developing service guides and workshops, and providing general education to the fellowship about NA principles. The WSC does not use the board to perform these functions, and does not rate these functions as high priorities.
2. Ambiguity of and controversy surrounding the second of the two stated operating parameters for the Interim Committee in *TWGSS*, specifically, "Further, the Interim Committee shall make necessary decisions affecting NA world services when the WSC is not in session, mindful of priorities previously established by the WSC."
3. Facilitators, or leaders? The WSC Administrative Committee's lack of clear guidelines and role definitions. The roles and responsibilities of the committee and its members seem to shift from year to year. This makes understanding these things very confusing.
4. The WSC does not have any written guidance for the creation or administration of ad hoc committees. It also lacks a process defining how ad hoc committees should interface with the WSC as a whole.
5. The WSC Policy Committee:
 - a. The committee has been assigned projects concerning philosophical issues still unresolved by the conference. When the WSC is divided on basic beliefs--like RSR participation, or rotation and continuity--it cannot give guidance to the committee on project scope in developing procedure.
 - b. The WSC Policy Committee has no clear role within world services. Other committees and boards develop policy. There is no single point of decision and accountability for presentation to the WSC.
 - c. The Policy Committee's purpose, as stated in *TWGSS*, is inadequate and inaccurate: "The purpose of the WSC Policy Committee is to evaluate suggestions in conference policy or procedure and proposed changes or modifications to the service structure." We recommend and propose changes and originate work, but this is not stated.
6. The WSC PI Committee lacks a sense of accomplishment due to its lack of full committee funding, poor communication, inability to complete tasks on time, and sense of competition with the WSB. Several projects have been taken away from the committee.

7. The World Services Translation Committee is outside the world service communication loop. The WSTC chair is not integrated into world service meetings or communications. Further, there is confusion about the role of dual members (on WSTC and on other world service boards or committees) and whether they speak at WSTC for the other entities to which they belong. The WSTC is a standing conference committee; the only difference is that its chairperson doesn't vote in the WSC.
8. The WSO board sometimes lacks a sense of accomplishment. Much of its agenda is presented by WSO staff as if for rubber stamping.
9. The World Convention Corporation needs to spend time reviewing guidelines to establish a better, clearer relationship with the world convention host committee.
10. The WSO Management Team lacks clearly defined parameters for its role, duties, responsibilities, and accountability within the structure of WSO. Due to the staff's inexperience in system changeovers, it didn't anticipate the need for a management team component; the team evolved over the course of time, and staff didn't recognize the need to develop parameters for those things.
11. Among staff teams:
 - a. There is resistance to seeing the work of the team as belonging to the whole team and not to individual departments.
 - b. Use of team concept. Although we have begun to effectively use the team concept there are still times when it isn't practiced.

b. Relations, conflicts between boards, committees

Sixteen problems were identified under this category by the conference self-assessment and nine volunteer bodies. Those problems can be summarized as follows:

1. Undefined boundaries, roles, responsibilities:
 - a. WSC seems to be task- and project-oriented, and its structure promotes duplication of these services within committees and boards. As a result, competition often arises between these bodies. Boards and committees become specialized, develop tunnel vision, grab for turf, and end up duplicating each others' work.
 - b. WSC does not refer to board, committee guidelines when assigning tasks and ends up misassigning or double-assigning tasks—for example in international development and in fellowship conflict resolution.
 - c. Absence of a single point of decision for each field of service results in conflicts of authority (for instance: attendance at local H&I learning events and PI professional events; prioritization of translation work; authorization of WSO business travel; direction of WSO fellowship services; planning and making staff assignments for world service projects; etc.).
2. Lack of clarity in formation and direction of ad hoc committees can create midyear conflicts between ad hocs and the WSC Administrative Committee.

b. Relations, conflicts between [staff teams]

Eleven problems were identified under this category by four staff teams. Those problems can be summarized as follows:

1. Duplication of services among staff teams--providing group starter kits, basic NA information, NA history information, etc. We sometimes keep duplicate files throughout the office (*Conference Reports, Newslines, Conference Digests*, etc.).
2. Lack of definition and agreement as to the role and mission of each individual department and team, and the office in general, sometimes leads to territorialism among staff teams. The roles of special workers vary, depending on the employees' individual positions and the groups they are working with.
3. Lack of awareness of individual responsibilities between staff teams leads to general communications problems within WSO.
4. Staff members currently assigned to support Loner Group lack adequate group service/fellowship development experience.
5. Permeability of team walls; team territoriality. Some teams have established boundaries that have isolated its members from the rest of staff. This isolation has been perpetuated by those on staff who view other teams as "less than."
6. Assistance among teams. Teams receive requests for assistance from other teams that are not fully planned or thought out. Timelines between teams aren't always in sync. Lack of coordination and background information. Priorities, timeframes not mutually established.
7. Front desk relief.
 - a. Takes other staff members away from their primary assignments.
 - b. Lack of training, orientation.
 - c. Too many different staff provide relief.
 - d. Staff are in three buildings, so there is no way to know who is where.
8. The full WSO staff does not meet regularly. Team members could often use information from other teams to assist us in our work. Employees receive insufficient information on entire workings of the WSO.

c. Origination of service projects

Two problems were identified under this category by two volunteer service bodies. Those problems can be summarized as follows:

1. Boards and committees are not clear about the degree to which they may, or are expected to, initiate projects themselves based on the responsibility they've been given for a field of service.

C.3. Structure--decision making

Six problems were identified under this category by the conference self-assessment. Those problems can be summarized as follows:

1. Politics--ego conflicts, personal power, lobbying, the "mike hog" phenomenon, separate agenda, and turf wars--plays a detrimental role in the WSC's decision-making process.
2. Decision making at WSC is based on the rule of the majority rather than the consensus of the whole. Debate is often limited to three pro's and three con's rather than open discussion. The numbers needed to pass a motion often seem more important than the motion's merits.
3. A kind of "motion madness" regularly afflicts the conference. Many motions are made, starting with the *CAR* and continuing on the conference floor; all demand immediate action, making the decision-making process less reflective; procedural debates further confuse the process. On top of this, the shortness of the conference year gives even greater urgency to make decisions quickly, maybe too quickly.
4. There is a perception that the USA regions have a disproportionate number of RSRs in the voting body of the WSC, creating an inequality in the decision-making process that promotes an imperialistic attitude.

C.4.5. WSC policies, standards, methods, procedures, process, accountability

Ten problems were identified under this category by the conference self-assessment. Those problems can be summarized as follows:

1. The motion-based *CAR* format fosters a sense of belonging for some individuals, but is alienating for others. The style is often difficult to understand, and it is too big.
2. The orientation for conference participants is inadequate. The current WSC orientation lacks depth. This promotes mistrust, fear, and insecurity among participants, particularly those unfamiliar with the conference process.
3. The WSC agenda lacks organization. Motions are not prioritized, and unnecessary motions are presented. Both leave little time for discussion.
4. There is not enough time at the WSC for informal discussions.
5. WSC sessions are far too long. Inhuman working conditions--such as nine- to twelve-hour work days with no breaks--create stress and animosity.
6. WSC business sessions are difficult to follow, for both English- and non-English-speaking participants, especially when they get caught up in parliamentary procedure.
7. WSC business methods, with business sessions that move too quickly, exclude non-English-speaking participants. Facilitators need to remember that not all concepts are easy to translate.

C.4.5. Board and committee policies, standards, methods, procedures, process, accountability

a. Meeting policy

Three problems were identified under this category by three volunteer bodies. Those problems can be differentiated as follows:

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

b. Guidelines

Four problems were identified under this category by four volunteer bodies. Those problems can be summarized as follows:

1. Lack of clear, complete, written guidelines, internal operating procedures, and/or documented planning processes.
2. Lack of adherence to Twelve Concepts for NA Service. The fellowship approved them--we need to live by them or try to have them rescinded, but not just ignore them.

c. Evaluation of own work

Eight problems were identified under this category by six volunteer bodies. Those problems can be summarized as follows:

1. Boards/committees lack project evaluation processes.
2. Boards/committees lack annual review of own work, standards for board/committee effectiveness, and clearly defined goals.
3. Inadequate time available for annual review of board/committee work--all the time boards/committees have is used for work immediately at hand.
4. Problem with evaluation of services in general, measuring whether services carry the message or are mere extensions of personal agenda.

d. Working processes

Twelve problems were identified under this category by eight volunteer bodies. Those problems can be summarized as follows:

1. Committee structure poorly managed in general.
2. Disorderliness, utilization of time at face-to-face meetings and on conference calls.
 - a. Agenda "overload" exists because at times there is too much to do in too short a time. Agenda poorly prioritized.
 - b. Last year more so than this, there was confusion about whether or not an issue needed to be addressed by the Interim Committee or one of the four service entities.

- c. Lack of advance personal preparation coupled with lack of advance receipt of material necessary for informed decisions.
 - d. Meetings not started on time.
 - e. Members do not participate responsibly.
 - f. Lack of consistent decision-making process within the committee; sometimes guidelines are followed, sometimes they aren't.
3. Rushed decision making results in poor decisions and inconsistency, encourages reactionary rather than proactive decision making, and undercuts both short- and long-term planning.
 4. The ability of some boards/committees to process input is impaired by their rules. Because these boards/committees cannot take positions on anything with less than a two-thirds majority, their responses are rarely controversial or thought-provoking.
 5. The decision-making atmosphere of some boards/committees is not open to staff participation because of accusations and other difficulties from board/committee members; this limits staff interaction with the full board/committee when input is being evaluated.

e. Grievances, interpersonal relationships, conflict resolution, trust

Five problems were identified under this category by four volunteer bodies. Those problems can be summarized as follows:

1. Lack of trust.
 - a. Personalities and egos get in the way. Everyone wants to give input and have the last word on everything.
 - b. Some members of boards/committees do not follow through with their commitments.
 - c. Trust or the lack of trust is seldom discussed in the open, but only in side conversations, large amount of denial that this is an issue.
 - d. Some members say they believe that spiritual principles are not a priority on all world services agendas.
2. Impaired ability to express diverse opinions and resolve conflict.
 - a. For some boards/committees, this is because they don't meet often enough, and when they do they have trouble resolving their internal conflicts because their problems are hidden.

**C.4.5. WSO staff policies, standards,
methods, procedures, process, accountability**

a. Meeting policy

Two problems were identified under this category by two staff teams:

1. Teams do not meet regularly enough. They lose the feeling of "being a team" when they do not meet regularly.
2. Teams have insufficient time in their meetings to discuss issues.

b. Evaluation of own work

Four problems were identified under this category by three staff teams. Those problems can be summarized as follows:

1. Lack of adequate systems and standards to evaluate team effectiveness.

c. Grievances, interpersonal relationships, conflict resolution, trust

Two problems were identified under this category by two staff teams:

1. Inadequate personnel services to meet needs of staff. Access to personnel records is limited/difficult. No centralized resource for benefits administration. No personnel manager as a resource to help employees understand policies and practices.
2. Not everyone participates in team meetings.

d. Working processes

Twelve problems were identified under this category by three staff teams. Those problems can be summarized as follows:

1. Lack of adequate communication, information about budgetary, financial matters.
2. Some volunteer review processes are misdirected and inefficient.
3. Lack of adequate planning and preparation for WSO annual report.
4. Inadequate follow-up on copyright, trademark use permissions that have been granted.
5. Insufficient graphic design planning of material being developed for publication.
6. Uncorrected errors in "Comin' Up" (fellowship event calendar) database.
7. Inconsistent systems for file maintenance (computer and paper) throughout office, which creates problems in accessing needed files.
8. Duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination for world service periodicals.
9. Insufficient awareness among staff of WSO style guide and standards.
10. Inefficient computer process for world service periodical subscription management.

D. COMMUNICATION

Three problems were identified under this general category by three volunteer bodies. Those problems can be differentiated as follows:

1. Ineffective communications--the NA grapevine and hallway meetings are the best sources of information we have.
2. Poor communication has resulted in inadequate information and a lack of integrity in communication.
 - a. Sanitized reports lacking in substance, coupled with infrequent contact and limited access to information, have damaged committee and conference communications.

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

D.1. Communication--within the fellowship

Two problems were identified under this general category by the conference self-assessment and one volunteer body:

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

D.1.a. Communication within world service boards and committees

Eight problems were identified under this category by six volunteer bodies. Those problems can be summarized as follows:

- 1. Communication between committee leaders (or board executive committees) and members seems to break down:
 - a. Information is not exchanged; reporting on leadership/executive committee discussions, decisions to members
 - b. Lack of timeliness of agenda development
- 2. Board/committee communications with their internal work groups underdeveloped.
- 3. Lack of funding for phone calls for communication within boards/committees if not part of the leadership.
- 4. Haphazard internal board/committee mailings.
- 5. Need to improve communication between boards/committees and related staff.
- 6. Distrust among board/committee members impairs a board/committee's communications.
- 7. Overuse of abbreviations makes it difficult for new members of boards/committees to follow working discussions.

D.1.a. Communication within WSO staff

Three problems were identified under this category by three staff teams. Those problems can be summarized as follows:

1. Inconsistent communication between teams; some teams feel isolated from WSO interaction mainstream.
2. Inadequate communication within teams.

D.1.b. Communication between world service entities

Ten problems were identified under this category by eight volunteer bodies. Those problems can be differentiated and summarized as follows:

1. There are too many boards and committees for ready communication among them all.
2. Between-bodies communications lack openness and frankness
3. Between-bodies communications are often territorial.
4. Lack of awareness of what other boards and committees are doing results in duplication of services.
5. Between-bodies communications are often autocratic.
6. Problem: Communicating with other bodies after, rather than before, decisions are made or actions taken.
7. Communication channels are too formal.
8. Fear by one body of other bodies' perception of its work can impair between-bodies communications.

D.1.b. Communication between WSO staff and related boards and committees

Six problems were identified under this category by three staff teams. Those problems can be summarized as follows:

1. Work on special projects get more focused attention and guidance from leadership than ongoing responsibilities.
2. Reliance on board and committee leadership to submit reports and approve edits in a timely and efficient manner. Sometimes communication is held up waiting for (and then fixing) reports and briefs written by trusted servants.
3. Leadership does not communicate conference priorities clearly to staff, or sends mixed messages about priorities. In the same vein, staff is reluctant to give information out to fellowship when information is always changing.
4. Staff has a tendency to overextend its own limits in supporting WSC functions.

D.1.c. Communication between world services and the fellowship

Eighteen problems were identified under this category by the conference self-assessment, seven volunteer bodies, and one staff team. Those problems can be summarized as follows:

1. The fellowship-at-large is unaware of the scope and nature of many world service functions--and what the fellowship is not aware of, the fellowship does not support.
2. Inability to identify and address internal fellowship problems.
 - a. Most world service time used for conference-assigned, project-oriented tasks. WSC remains task-specific rather than addressing issues.
 - b. World services serve the service structure, not the fellowship. We spend so much time focusing on what the service structure should be that we never consider what the service structure should accomplish.
3. World service communications with the groups are not assured by present procedures. The world service system lacks a mechanism to ensure communication reaches the groups, resulting in a breakdown of information integrity. Most world service communication gets to the RSCs; some gets to the ASCs; information carried to the groups is often third-hand. The effects of this are felt most when it is time to review the *CAR* and the groups have limited background information on the issues presented for their consideration.
 - a. Rampant database inaccuracies. Insufficient data, infrequent updates from fellowship.
4. *CAR* arrives at many worldwide destinations too late for NA communities to fully discuss its contents and instruct their conference representative.
5. Boards/committees have limited communication and interaction with local levels of service.
 - a. The number of regions in the fellowship is unwieldy.
 - b. Cultural insensitivity and lack of language limits worldwide appeal.
 - c. Limited participation in local learning days.
 - 1) We are not proactive in reaching out to attend local learning days.
 - 2) There is limited funding for attendance at local events.
 - d. We don't have enough staff to handle the volume of communications effectively.
 - e. Our procedures about what to do with communications don't work very well.
6. Fellowship correspondence not turned around quickly enough within staff.
 - a. Long orientation process for staff on how to handle correspondence.
 - b. Frequent rewrites, review by one or more staff members reduces timeliness.
7. Phone calls to WSO receive inconsistent responses.
 - a. WSO lacks a coherent procedure or policy for standard responses.
 - b. Inadequate screening, inappropriate routing at front desk.

D.2. Communication channels: *translations, translatability of service materials*

Seven problems were identified under this category by the conference self-assessment and six volunteer bodies. Those problems can be summarized as follows:

1. There is a lack of clarity and definition about which world service communications and periodicals get translated by whom into which languages, when, and where. For instance, the *CAR* is not translated.
2. There are no steps taken to ensure service materials under development are translatable and translated.
3. Boards/committees have problem communicating with the portions of the fellowship that cannot speak English

D.2.b. Communication channels--periodicals

Two specific problems were identified under this category by one volunteer body and one staff team:

1. Inconsistent production schedule for *PI News* and *NA Update*.
2. *Meeting by Mail* is distributed in some jails.

E. SERVICES

E.1-3. Services to the fellowship

Two specific problems were identified under this category by one volunteer body and one staff team:

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

E.5. Public relations services

Four problems were identified by one volunteer body and one staff team under this category:

1. The WSB has minimal communication outside the fellowship. Given that such communication is part of the WSB purpose, this is an area where the WSB should expand its activities.
2. Inability to assist people whose needs are outside the scope of what NA does. When on the phone or corresponding with people who have needs that we don't usually handle, we have no resources or guidelines for even minimum referrals.

3. Non-development of our relationships with non-NA agencies that help addicts. We only communicate and cooperate with the organizers of non-NA events during the event, rather than throughout the year.
4. Office tours are inconsistent in information given, things shown, and how people are introduced.

**Appendix One:
Table of World Service
Problems and Solutions,
Sorted by Scope**

**APPENDIX ONE:
TABLE OF WORLD SERVICE PROBLEMS AND SOLUTIONS,
SORTED BY SCOPE**

Introduction	243		
A.1,2. Purpose—goals, objectives	244		
B. World service resources	245		
1. Human resources	245		
a. Special workers	245		
1) WSO staff role in world services; staff relations with volunteers	245		
2) Shortage of staff	246		
3) Work distribution, delegation, job descriptions, assignments	246		
4) Training, cross training	247		
5) Inside staff working relationships	248		
b. Volunteers/trusted servants	248		
1) Selection; removal	248		
2) Diversity	250		
3) Standards	251		
4) Work distribution	252		
5) Funding service expenses	253		
6) Best utilization	253		
7) Working relationships	253		
8) Leadership	254		
2. Financial resources	254		
b. Allocation	254		
1) Criteria for allocation	254		
2) Lack of control over budget	255		
3) Funding WSC Development Forum travel	256		
4) WSO facilities	256		
c,d. Financial resource utilization, accountability	256		
3. Resource utilization	257		
a. Sharing resources throughout world services	257		
b. Maximizing resource use	257		
1) Goals, planning	257		
2) Budget related to goals	260		
C. Structure	261		
1. Elements—zonal forums	261		
2. Relationships and roles [of respective boards and committees]	261		
		a. Definitions of roles and respon- sibilities of various elements	262
		b. Relations, conflicts between boards, committees	263
		c. Origination of service projects	266
		3. Decision making	266
		4,5. [WSC] policies, standards, methods, procedures, process, accountability	267
		4,5. [Board and committee] policies, standards, methods, procedures, process, accountability	268
		a. Meeting policy	268
		b. Guidelines	268
		c. Evaluation of own work	269
		d. Working processes	270
		e. Grievances, interpersonal relation- ships, conflict resolution, trust	271
		4,5. [WSO staff] policies, standards, methods, procedures, process, accountability	272
		a. Meeting policy	272
		b. Evaluation of own work	272
		c. Grievances, interpersonal relation- ships, conflict resolution, trust	273
		d. Working processes	273
	D. Communication		275
	1. Within the fellowship		275
	a. Within world service boards and committees		275
	a. Within WSO staff		276
	b. Between world service entities		277
	b. Between WSO staff and related boards and committees		278
	c. Between world services and the fellowship		278
	2. Communication channels [translations, translatability of service materials]		280
	b. Periodicals		281
	E. Services		282
	1-3. To the fellowship		282
	5. Public relations [services]		282

INTRODUCTION

The table shown on the following pages contains all the inventory material from world services. Each element represents one identified problem. The elements are sorted according to the categories defined by the scope of the inventory. When many elements fit under a single scope category, we broke that category down into subcategories; many of those subcategories came from the Self-Assessment Tool, Part 2, or the WSO staff self-assessment material. Note that some elements did not fit neatly into a single category; two or more categories were grouped together into one heading under which those elements appear. Also note that some categories had no problems identified.

The first column in the table shows where each element came from:

A , WSO staff, Accounting Team ADM , WSC Administrative Committee C , WSO staff, Conference Services Team F , WSO staff, Fellowship Services Team H&I , WSC H&I Committee INT , Interim Committee LIT , WSC Literature Committee M , WSO staff, Management Team N , WSO staff, <i>NA Way</i> operations OB , Office board (WSO Board of Directors)	OUT , WSC Outreach Ad Hoc Committee P , WSO staff, Publishing Team PI , WSC Public Information Committee POL , WSC Policy Committee S , WSO staff, Shipping Team TRN , World Services Translation Committee WCC , World Convention Corporation WSB , World Service Board of Trustees WSC , World Service Conference
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The second column shows the element's sequence number (also referenced in the tables shown in Appendix Three), from 1 through 332. The reader will notice that some elements are numbered "312A" and "312B," or "252" and "252.5." These are locations where errors had to be corrected after the table had been compiled and sequencing could not be started over.

The third column shows the place in the scope where the *problem*, not the solutions, most directly relates.

The fourth column shows the problem identification (in bold) and description (following).

The fifth and final column shows all the solutions, if any, suggested for each problem.

A.1,2. PURPOSE--GOALS, OBJECTIVES

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
WSC	1	A.1	The WSC has no clearly stated, single purpose. TWGSS has two purposes stated for WSC which do not complement one another. These two purposes often are the cause of bureaucracy in our world service structure.	<ul style="list-style-type: none"> Create a single purpose for the WSC which will meet the needs of the entire fellowship.
F	2	A.1	Short-term goals. Team as a whole was unclear about what constituted a short-term goal.	<ul style="list-style-type: none"> Discuss, define, identify team's short-term goals in team meetings. Follow-up on goal fulfillment.
F	3	A.1	Long-term goals. Lack of clarity about what long-term goals are and what this team's long-term goals should be.	<ul style="list-style-type: none"> Need assistance in defining term, "long-term goal," and identifying the team's long-term goals.
WSC	4	A.2	The WSC has no clearly stated objectives. The WSC has no objectives, causing our annual meeting to be very bureaucratic. Committee projects are not created to fulfill objectives, but are often viewed as self-perpetuating.	<ul style="list-style-type: none"> No solution offered.

B. WORLD SERVICE RESOURCES**B.1. Human resources**

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
INT	5	B.1	Clarity of roles and responsibilities, both for committee members and staff members Lack of clarity because there are no written internal operational guidelines	<ul style="list-style-type: none"> No solution offered
OB	6	B.1	Lack of trust Lack of trust infects our entire system. For an organization that emphasizes trust as a tenet of recovery, world services is actually very poor in execution. Trust begins on the individual level.	<ul style="list-style-type: none"> Application of spiritual principles, esp. Twelve Concepts. Review our policies. Review trusted servant selection. Remove protectionist policies.
OB	7	B.1.a, b	Inefficient use of human resources, both volunteer and staff Too much work, too little time, very little planning. Work is assigned to people with a history of producing; no time to try out new people to see if they are capable and where they need training.	<ul style="list-style-type: none"> Employee training. Task delegation in non-crisis situations. Business plan.

B.1.a. Human resources--special workers**1) WSO staff role in world services; staff relations with volunteers**

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	8	B.1.a	Selection and utilization of consultants We know that much of the fellowship is leery of hiring consultants. We have not successfully communicated their role or importance.	<ul style="list-style-type: none"> When consultants are used, their roles should be carefully planned.
WSB	9	B.1.a	Nature of relationship between WSB and staff unclear There is insufficient information about the protocol for accessing staff. There is no clear, documented differentiation between the roles and responsibilities of staff and trusted servants. The WSB has no part in selecting or managing the staff who work on trustee projects. We are never entirely sure who among staff is available to help us or how much of their time is available to us. There is no clear way to address performance issues for staff assigned to assist on one of our projects. All this creates an environment of uncertainty wherein the WSB cannot trust the staffing process.	<ul style="list-style-type: none"> A single board as a long-range solution. More direct involvement of the WSB in all aspects of WSO fellowship services, both in Van Nuys and in Brussels, and in WSO board discussions of policies affecting them. Better, more regular verbal and written communication to the board about fellowship communications, concerns, needs, problems. Written protocol for interaction between WSB and WSO.
INT	10	B.1.a	Recognizing the importance of staff and communicating that to the rest of world services. There are really four parts of world services; the most important one, WSO staff, is not treated equally.	<ul style="list-style-type: none"> Full inclusion and utilization per Concepts Four and Seven.
ADM	11	B.1.a	Lack of clarity about WSO staff role. In relation to Admin's work. No written guidelines.	<ul style="list-style-type: none"> Application of Twelve Concepts, especially Seventh Concept, clarifying roles and acknowledging importance of staff function, participation, and continuity.
POL	12	B.1.a	Special workers' role and relationship with committee and world services is undefined. Lack of definition lends to confusion on what is fair to expect from special workers in terms of participation and role with the committee.	<ul style="list-style-type: none"> Clarify and define special workers' role with world services.
LIT	13	B.1	Lack of clear differentiation between roles and responsibilities of WSC-LC members and WSO staff.	<ul style="list-style-type: none"> Utilize Twelve Concepts, especially Concept Five.
PI	14	B.1.a	There is a lack of clarity of the WSO's role and responsibilities. A change in management style at the WSO has caused confusion regarding who is responsible for what activities in PI. We are never sure who and when someone is responsible for PI, what their scope is, and it changes a lot.	<ul style="list-style-type: none"> Begin a dialogue with the WSO board about the roles and responsibilities of the PI coordinator. Encourage them to hire a public relations director and assume a more active role than just responding to fellowship requests. WSC PI make a list of what we want and negotiate agreement.

OB	15	B.1.a	Perception of ineffective staff. Prior to WSC'94, office staff had promised more than they could reasonably expect themselves to deliver. When this expectation was deliberately cut down, some perceived office staff and directors as having become suddenly incompetent.	
OB	16	C.2	Sense of accomplishment Much of our agenda is presented by WSO staff as if for rubber stamping. I believe we are all of us task- and achievement-oriented and need concrete goals.	<ul style="list-style-type: none"> A plan. Tasks and objectives to fulfill it. Participation in concrete—definite and visible—achievable—whether new product (such as the video), policy and management changes (personnel policy, FiPT), involvement in branch management profitability, communication inside and outside the fellowship.
OB	17	C.2	Limited interaction between WSO board and working staff Makes it difficult to evaluate their work and supervise them.	<ul style="list-style-type: none"> No solution offered.

2) Shortage of staff

B/C	SN	SCOPE	PROBLEM; DESCRIPTION	SOLUTIONS
OUT	18	B.1.a	The absence of an assigned staff has had a negative impact on the ability of this committee to fulfill its assignments. Office staff are over-burdened and too few in number. There is no single point of focus for communication and coordination of Outreach ad hoc committee work. Assigned staff provide consistent communication, secretarial, liaison, corporate [illegible] and original work. Without these assets, we suffer. We are also missing the preparatory material to the committee that staff could provide. Without a coordinator, we have no ongoing tracking of input or project status.	<ul style="list-style-type: none"> Have an ad hoc outreach coordinator at the WSO.
TRN	19	B.1.a	Lack of staff at WSO. There is extremely limited staffing for internal and external communications and coordination. The WSTC merely functions in an administrative capacity; the bulk of the work is staff, not committee-dependent. Limited staffing at the WSO for translations projects results in projects being put on hold. Staffing for translation-related work is treated like any other world service board or committee, but if the WSO's purpose is primarily printing and distribution of literature then staffing and spending in the Translation and Production departments needs to increase accordingly.	<ul style="list-style-type: none"> Personnel should be added to the WSO Production Department and Translations Department. The WSO sales policy should be revised, and every NA community should pay its fair share for recovery literature. The USA and Canada will never be able to generate all of the necessary funds for production and distribution of literature worldwide.
WSC	20	B.1.a	Lack of human resources at WSO. Limited resources. Disparity between committees and boards re. staffing and funding.	<ul style="list-style-type: none"> Careful planning, including all conference leaders in process. Allow and encourage special workers to speak up.
P	21	B.1.a	Staff shortage. Lack of time necessary to do anything other than basic services (research and development).	<ul style="list-style-type: none"> Identify additional R&D projects staff would like to engage in. Identify their value to the organization. Prioritize them. If they are of sufficient priority, allocate staff.
C	22	B.1.a	Not enough staff on team. Conference Team is not capable of handling a normal conference workload. Right now, we have only the team leader, two coordinators, and three clerical assistants.	<ul style="list-style-type: none"> Identify hiring needs and hire qualified staff (possibly another coordinator and reception assistant).
F	23	B.1.a	Provision of services to fellowship. Lack of sufficient staff and time.	<ul style="list-style-type: none"> Hire, train additional staff. Train current staff in time management techniques.

3) Work distribution, delegation, job descriptions, assignments

B/C	SN	SCOPE	PROBLEM; DESCRIPTION	SOLUTIONS
M	24	B.1.a	Work distribution. The process is so new that it has not been adequately accomplished. Seems to be some reliance on those who have particular expertise. Because of the high expectations and standards we place on our work, we have been unwilling to accept the reduced quality and quantity that would naturally occur with someone learning that particular expertise.	<ul style="list-style-type: none"> Cross training.

P	25	B.1.a	Sufficient time to do careful copyedit and proofing.	<ul style="list-style-type: none"> During weekly team meetings, mention upcoming work to be done and make assignments to editorial staff.
M	26	B.1.a	Insufficient delegation. There has been a lack of training in the area of delegation. Most of the managers are still oriented towards doing work themselves instead of delegating tasks. <i>The WSO board has recently taken steps to help ensure that executive management delegates tasks to other managers. Training sessions have been scheduled for the management team on delegation.</i>	<ul style="list-style-type: none"> Training for all managers about the processes needed to effectively and appropriately delegate tasks.
C	27	B.1.a	Uneven work distribution and lack of effective delegation. We sometimes don't delegate work because we don't want to take the time to explain and train other people to do it. It seems easier to do it ourselves. Our delegation style needs improvement. Our different levels of knowledge and skills hinder the delegation of certain tasks.	<ul style="list-style-type: none"> Effective prioritization at management level Improve delegation skills and work distribution
C	28	B.1.a	Inadequate system for phone relief coverage. Unorganized reception area. Scheduling problems for predictable and unpredictable needs for coverage. Perception of lack of equality and lack of fairness in scheduling. Too many people assigned. Lack of training for relief people. The information needed for relief people answering phones is spread around the room in different notebooks, etc. Lists are sometimes outdated or hard to find.	<ul style="list-style-type: none"> Hire an employee to assist with reception as part of job description Improvement of current system by building in standing assignments among five people for each weekday with extras as backup An in-house instruction class for all functions in the phone relief responsibility Training of another kind Complete an organizational project for reception area
P	29	B.1.a	Lack of updated job descriptions.	<ul style="list-style-type: none"> Job descriptions should be updated at time of annual performance evaluations. Job descriptions should be updated whenever an employee is reassigned.
F	30	B.1.a	Computer network administrator's team assignment. The network administrator has no function on the Fellowship Services Team; she is grouped with us solely because of the connection between data services and group services.	<ul style="list-style-type: none"> Reassign the network administrator to the appropriate team.

4) Training, cross training

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
P	31	B.1.a	Lack of cross-training, continuity in assignments, and procedural materials about specific tasks.	<ul style="list-style-type: none"> Establish cross-training as a top priority for the team during this next year. In the meantime, develop some orientation/procedural material for each of the responsibilities for which cross-training is to occur, and develop and implement a team cross-training schedule by December 1995.
S	32	B.1.a	Monitoring stock levels, triggering new production. Insufficient cross training in knowing when more units of a particular item need to be produced in order to maintain floor levels.	<ul style="list-style-type: none"> Cross train current Shipping staff in monitoring floor stock levels, determining when new production required. Hire departmental assistant who is familiar with stock monitoring and reordering.
A	33	B.1.a	Tasks are not distributed evenly. Tasks and projects are not delegated because of real or perceived lack of job knowledge. There is little or no team planning because there is no such process. Delegation and planning are not given high priority. These factors all inhibit the even distribution of work among team members, even if we recognize the desirability of the goal.	<ul style="list-style-type: none"> Begin, complete cross training within the team. This will give the team greater versatility in distributing work among members. Recognize, accept that doing so will negatively impact production in the short-term while cross training is taking place.
M	34	B.1.a	Lack of management training. Lack of regularly scheduled management training into general operations.	<ul style="list-style-type: none"> Plan and schedule yearly training as a continuing and standard practice.
C	35	B.1.a	Time management and productivity problems. Lack of skills.	<ul style="list-style-type: none"> Professional time management training.

C	36	B.1.a	Lack of team cross training and lack of skills training (such as computer training). When employees are absent or have backlogged workloads they are sometimes not effectively covered. Sometimes only one person has full working knowledge of a department. There is some resistance to inter-departmental cross training on the team. Computer—time wasted in working on workload without effective computer knowledge exceeds the time it would take to go to computer training class.	<ul style="list-style-type: none"> A program of planned training meetings which are not long but regular enough to eventually train all team members on what each department does.
N	37	B.1.a	Lack of planning and expertise in the areas of circulation management and marketing for <i>The NA Way</i>	<ul style="list-style-type: none"> Depending upon Management Team's decisions about magazine, find suitable training for Cindy M in the area of circulation management and magazine marketing. Use skills thus obtained to help in addressing circulation/marketing problems.
P	38	B.1.a	Lack of organizational orientation about NA, the office, our role within world services, differences between volunteers' and staff's roles, service structure, etc.	<ul style="list-style-type: none"> A series of orientations focusing on the above-mentioned topics and the inclusion of some volunteers in their development and presentation.
F	39	B.1.a	Training. Don't know what team's training needs are. Lack overall team training plan. Training wasn't seen as a high priority until recently.	<ul style="list-style-type: none"> Identify team training needs. Establish priority for training and stick with it.
A	40	B.1.a	Lack of training. Lack of cross training puts this team in a position where anyone's absence has a distinctly detrimental effect on production and work flow. Lack of cross training also inhibits our ability to respond to short-term extra work demands. Lack of technical training inhibits the team's ability to effectively evaluate problem areas and produce positive solutions.	<ul style="list-style-type: none"> Cross training. Begin team training in the team concept and purpose, cost effectiveness, budgeting within world services, and roles and responsibilities within the team.

5) Inside staff working relationships

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
C	41	B.1.a	Lack a team developmental plan. Lack of adequate interpersonal working relationships within the team. Poor interpersonal communications, i.e., poor listening skills, criticism, resistance to change, lack of respect.	<ul style="list-style-type: none"> Team building training Consultations with management advisor Individual development of personal skills (communications, constructive criticism) Off-site meetings
S	42	B.1.a	Lack of team cohesion. A lack of clear focus and definition as a team has led to personality conflicts. The team leader has functioned more as an old-style manager than a team leader.	<ul style="list-style-type: none"> Recommitment to grow and develop together as a team. Team leader's commitment to adapt his leadership style.
S	43	B.1.a	Personality conflicts within the team. Especially the assignment of supervisorial responsibilities to one team member without providing that member with corresponding training.	<ul style="list-style-type: none"> Continued training for those with supervisorial responsibilities. Continued team training.

B.1.b. Human resources--volunteers / trusted servants

1) Selection; removal

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	44	B.1.b	<p>WSB lacks resources to accomplish its goals</p> <ul style="list-style-type: none"> Not enough trustees to do work described in guidelines. No provisions to draw additional help onto trustee committees, except WSC committee chairs and vice chairs. Funds to pay expenses for additional committee members unavailable. Volunteers unable to accomplish some WSB goals with resources as limited as they are. 	

WSB	45	B.1.b	<p>Inadequate WSC nomination, election procedure The WSC does not have an adequate nomination or election procedure, limiting the conference's choices to those present at an annual meeting or personally known to a large number of participants. The WSB has tried several ways to expand the trustee candidate pool. Currently, the WSB sometimes puts forward collective nominations; however, the board has no written procedure for this and must redefine the process every year.</p> <p>Requirements for nominees are unclear. Neither the WSC nor the WSB has a sufficiently firm grip on what skills, responsibilities, or experiences are needed to be a trustee. This impacts selection and orientation. Furthermore, members' skills are not always known to each other, especially since the WSB has become so staff-reliant.</p> <p>There is no consideration of the range of skills needed to accomplish world service tasks when composing some boards and committees.</p>	<ul style="list-style-type: none"> The WSC should institute a nominations procedure for all world service boards and committees. The procedure should include clearly defined performance expectations and skill requirements. The WSB should be given the ability to bring members from outside world services to work on WSB committees in hopes of finding future trustees. The WSB should solicit names from regions for possible WSB committee members.
ADM	46	B.1.b	<p>Removal process. There is no process in guidelines or practice to remove or censure members of Admin.</p>	<ul style="list-style-type: none"> Open discussion of problem would be first step to practical and spiritual solution based on concepts for leadership.
ADM	47	B.1.b	<p>Composition. Current nominations and elections procedures do not consistently ensure appropriate selection of qualified leadership.</p>	<ul style="list-style-type: none"> Apply Twelve Concepts. Develop nominations panel [or committee].
PI	48	B.1.b	<p>Inconsistent selection and removal processes of PI committee members. Not clear on how to select out of the pool. We don't have a clear mandate on how to hold members accountable.</p>	<ul style="list-style-type: none"> Develop specific criteria for membership. Restructure the pool. Have all committee members elected by the conference. Personal contact with individuals if they are showing a lack of interest. If their personal lives are interfering with their commitments, help them lighten their burdens and move on.
LIT	49	B.1.b	<p>Plans for adding new members are deficient</p>	<ul style="list-style-type: none"> Adopt similar process for appointments as we have for nominations. Create a procedure for appointments.
LIT	50	B.1.b	<p>Lack process for removing WSC-LC members who don't attend meetings, participate in the committee, or fulfill work assignments</p>	<ul style="list-style-type: none"> Create a process.
TRN	51	B.1.b	<p>Difficulty in getting experienced nominees from local translation committees without negatively impacting translation work in progress. We ask new WSTC members to resign from their local translation committees to prevent conflicts of interest.</p>	<ul style="list-style-type: none"> This problem will be corrected through time. The translations processes will develop and there will be increasingly more nominees free to work with the WSTC.
TRN	52	B.1.b	<p>Assignment of WSTC members by other world service entities. WSTC membership is created by four entities. While this has proved valuable in certain ways, it has put us at their mercy for recruiting new, qualified members.</p>	<ul style="list-style-type: none"> Short term: Allow the WSTC to select new members from the other entities. Long term: A new service structure.
TRN	53	B.1.b	<p>Meeting attendance at the WSC--scheduling conflicts--interactions with other world services entities. Because many of our committee's members are also members of other world service boards or committees, it's hard for us to hold a meeting at the WSC or a quarterly and have good attendance because the other boards and committees are meeting at the same time. Dual membership serves our committee's purpose well; however, so does the ability to meet at the WSC, where so many non-English-speaking RSRs are already present.</p>	<ul style="list-style-type: none"> A new service structure.
OB	54	B.1.b	<p>Wasting of human resources. Insufficient care taken in selection of trusted servants.</p>	<ul style="list-style-type: none"> Careful or improved selection of trusted servants. Reduced reactive attitude. Globalized approach to service structure.

OB	55	B.1.b	Our trusted servant selection process does not allow us to ask direct, relevant questions of candidates for leadership positions, such as: a. How much time per month can you spare for reading, reviewing, and responding to NA communications? b. How much time per year, largely Fridays and weekends, are you willing to devote to the position? c. Could you give us an example of what you believe would be unethical behavior if performed by someone in the position to which you have been nominated? d. Would you say you are a leader, or a follower? e. What do you do for a living? f. What outside interests do you have aside from work, family, and NA? g. What characteristics do you possess that you think makes you the best person for the job? h. What other leadership positions have you held in the past?	
OB	56	B.1.b	Selection/election process for WSO board members Does not require necessary background in business. Board members are selected at the WSC. Qualified addicts with business experience don't attend the WSC just to get elected, and usually someone unknown to WSC participants won't be elected.	<ul style="list-style-type: none"> The institution of a selection committee. An effort by the board to actively seek out and recruit members with a variety of business experience.
WSC	57	B.1.b	General lack of trust in world services. Inability to ask questions during the election procedures creates a lack of trust in trusted servants.	<ul style="list-style-type: none"> No solution offered.
WSC	58	B.1.b	Political correctness being used to determine nominations to committees, boards. Competition. "Squeaky wheel." Election process makes informed choices difficult. "Flavor of the day."	<ul style="list-style-type: none"> Lives of committees are less important than their projects. Discuss creation of a nominating body.
WSC	59	B.1.b	Election of qualified leadership. Popularity contest. Resume too short. Trust issues. Perceived favoritism with introduction of those in attendance. Starmaking (WSB, etc.).	<ul style="list-style-type: none"> Create a nominations committee.

2) Diversity

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
POL	60	B.1.b	Policy committee membership lacks diversity. Committee composition does not reflect world fellowship; instead, reflects conference. Linguistic, financial, and cultural barriers restrict participation due to lack of translations, money, and experience.	<ul style="list-style-type: none"> Explore national level of service. Then explore cost equalization for the then-smaller pool of world-level trusted servants. Further inclusion steps would be to: <ol style="list-style-type: none"> approach those not included for input encourage all members to serve increase translations
PI	61	B.1.b	WSC PI lacks global membership. Lack of participation by non-USA members. Lack of international nominees. North American focus. Lack of funding.	<ul style="list-style-type: none"> Change the focus from a national PI committee to world PI committee with special care taken to support the fellowship worldwide. Work more closely with Translation to produce PI service materials. Develop ongoing dialogues with international communities. We need to recruit members from outside the USA and Canada and attempt to secure funding for them to travel to quarterlies and the WSC. Make a learning forum for RSRs worldwide at the WSC annual meeting.
LIT	62	B.1.b	Lack of cultural diversity in WSC-LC membership	<ul style="list-style-type: none"> Establish full funding for all committee members.
WSB	63	B.1.b	WSB membership is not as diverse as it could be. We usually elect WSB members and draw trustee committee members from the conference population, but the world service community does not reflect the ethnic, racial, religious, national, gender, or linguistic diversity of our fellowship.	<ul style="list-style-type: none"> A nominations committee that the WSC has faith in. Allocate sufficient resources to draw (and fund) talented members from the fellowship to work on trustee committees. Interface more, and more regularly, with the fellowship through travel and communications, becoming familiar in the process with potential trustees or committee members.

WCC	64	B.1.b	Worldwide participation Current WCNA program/speaker selection process lacks procedures for inclusion of more speakers from outside North America.	<ul style="list-style-type: none"> A new program process. The larger picture is the relationship WCC has to the host committee. Solicit input from RSRs via written correspondence to help with selection process for speakers from outside North America. Refer to WCC guidelines working group.
WSC	65	B.1.b	Lack of diversity in NA leadership. Diversity without compromising requirements, experience. Lack of funds shouldn't be reason.	<ul style="list-style-type: none"> Rotate quarters outside USA. Nominations committee.

3) Standards

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	66	B.1.b	No code of conduct or ethics policy Because there is no definition of the roles special workers and trusted servants should play in the conduct of world service affairs, there is no way to identify ethical or unethical behavior and no way to distinguish personal biases.	<ul style="list-style-type: none"> World service should develop a code of conduct and/or an ethics policy in the course of clarifying participants' roles, responsibilities, and interactions.
WSB	67	B.1.b	Ensuring accountability of WSB members The WSB has no measure of accountability for its members and no process by which to hold them accountable. This creates an environment in which some mistakenly believe that the board condones certain behavior of individual WSB members; others believe the board is unable to take a stand on commonly recognized principles.	<ul style="list-style-type: none"> Develop a standard and procedure of accountability for WSB members
WSB	68	B.1.b	WSB members are unclear about their roles There is no written description of the WSB member's proper role (that is, a policy and procedures manual), and no orientation program for new members to help them adjust.	<ul style="list-style-type: none"> Create a policy and procedure manual that reflects current WSB practices. Develop an orientation program for new WSB members.
INT	69	B.1.b	No orientation or background materials for new Interim Committee members.	<ul style="list-style-type: none"> Develop and establish an orientation process. Provide background materials, as possible, to new members.
INT	70	B.1.b	No written responsibilities (internal committee job descriptions). No operational guidelines for committee, leaving lack of clarity about responsibilities and "job descriptions"	<ul style="list-style-type: none"> Develop and establish operational guidelines.
ADM	71	B.1.b	Lack of clearly defined roles within committee. Lack of orientation for new members. Who does what, etc. Decide on a year-to-year, case-by-case basis. With no orientation package.	<ul style="list-style-type: none"> Application of Twelve Concepts, especially Seventh Concept, as it applies to roles within Admin.
PI	72	B.1.b	Lack of clarity regarding roles and responsibilities of PI members. "I didn't know I was supposed to do that." We're not all on the same page with what we are supposed to be doing.	<ul style="list-style-type: none"> Update our guidelines. Restructure the committee, redefine its focus and the roles and responsibilities of its members.
PI	73	B.1.b	Lack of adequate orientation for new members of WSC PI. New members of PI committee do not feel that they understand the scope and purpose of the committee.	<ul style="list-style-type: none"> Improve the orientation package and use the sponsorship concept of pairing an experienced member with a new member for the purpose of guidance and help. Ask new members to assess our orientation packet.
LIT	74	B.1.b	Lack of orientation, background information for new committee members	<ul style="list-style-type: none"> Adopt orientation procedure that includes a mentor relationship.
TRN	75	B.1.b	Lack of clarity regarding requirements for WSTC membership—none in our guidelines.	<ul style="list-style-type: none"> Develop written WSTC membership qualifications for committee guidelines.
TRN	76	B.1.b	Training and education—inadequate orientation for new WSTC members.	<ul style="list-style-type: none"> Develop a formal orientation process, and allocate the time needed for it.
OB	77	B.1.b	Wasting of human resources. Lack of trusted servant orientation and training.	<ul style="list-style-type: none"> Careful or improved orientation of trusted servants.
OB	78	B.1.b	Orientation of new trusted servants is poor at best, nonexistent for the most part. We are insufficiently clear in describing what we expect of those we elect. Willingness alone will not suffice.	

OB	79	B.1.b	Lack of training for trusted servants Upon entering the WSO board there is little in the way of training as to what is expected. (Notebooks with background material were a start.) This problem more pronounced in other positions.	<ul style="list-style-type: none"> • Day-long training. • Some description of the expectations of trusted servants.
WSC	80	B.1.b	Lack of education and orientation of conference participants by conference participants (particularly RSRs). Newer participants don't understand format or how WSC parts (that is, the committees and boards) are integrated into the whole WSC. Elections. Roberts' Rules.	<ul style="list-style-type: none"> • Orientation session at beginning of WSC. • Panel presentations. • Education about issues.
WSC	81	B.1.b	Inequality between voting participants due to lack of knowledge. Lack of an adequate orientation to the WSC leads some participants to be more informed than others. Language barrier causes some participants to be less informed than others. Lack of translated world service communications perpetuates this inequality.	<ul style="list-style-type: none"> • Hold an in-depth orientation session. • Translate selected summaries of world service communications throughout the year.

4) Work distribution

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	82	B.1.b	Work is not divided equally among WSB members The same members are constantly doing all the work, because "when you want something done, you find a busy person." There is no formal orientation process. These factors combine to deprive new WSB members of the opportunity to gain experience and become productive board members. In addition, the WSC does not consider the way tasks will be divided among the WSB committees when assigning tasks to the WSB--of ten tasks, for instance, eight may go to External Affairs, two to Internal Affairs, and none to Literature Review.	<ul style="list-style-type: none"> • Older members on the board should train newer members rather than just taking on all the work themselves. • Some method should be found to assess the skills of WSB members, so that they can be assigned tasks they are suited to. • A formal WSB member orientation, training, and accountability process should be instituted. • The WSC should make work assignments to the WSB, and let the WSB in turn assign each task to one of its committees, facilitating division of work within the board according to available resources. • The WSB should assign its members to committees after the WSC each year, based on the number and type of work assignments each committee will have.
INT	83	B.1.b	The human factor. What seemed to be the impetus for an inventory has all but been ignored: what happens to peoples lives when they become involved in world services, and our need to perpetually make outrageous demands on people, then abuse them.	<ul style="list-style-type: none"> • Set a realistic work schedule to prevent burnout. • Reinforce personal recovery to prevent burnout.
ADM	84	B.1.b	Work distribution; lack of clarity of roles, responsibilities of members. Work is not distributed equally, due to lack of confidence in other members' skill levels and their ability to complete work assigned them. Also, overlap of responsibility and duplication of effort minimizes effectiveness of work being done.	<ul style="list-style-type: none"> • Better application of Twelve Concepts in the leadership-selection process would allow more confidence among committee members. • Establish committee guidelines containing description of duties of each Admin member.
PI	85a	B.1.b	Lack of effective work distribution within the committee. Assignments for work have been given to whomever has volunteered; hence, everyone ends up on the "fun" work group.	<ul style="list-style-type: none"> • Eliminate work groups and change the focus of the committee to a philosophical idea-generating, directing group. • Utilize members' special talents. • Rotating assignments.
OB	85b	B.1.b	Work distribution is not equitable Executive Committee members have "triple duty" as board members, Executive Committee members, and Interim Committee members. All of us, because of the very things that qualify us for board membership, have very busy professional lives as well as other service commitments. <i>This is a problem endemic to world services. Only those elected to world service leadership positions are allowed to sit on working groups and committees, while there is a vast sea of untapped talent out there in fellowshipland.</i>	<ul style="list-style-type: none"> • Rotating board-meeting facilitator. • Rotating board members onto Executive Committee calls, meetings, etc. • Utilizing non-board members as ad hoc members of board committees. Perhaps they can be drawn from a pool of experienced NA members without other world service commitments.

OB	86	B.1.b	Work distribution, chair and vice chair Outside expectations, too involved. Great deal of travel and time expected in addition to WSC week. <i>The individual continues: "This problem is throughout world services. This causes us to limit who can serve. It is impossible for someone who has a regular job (not self-employed) to have any vacation except for service work."</i>	<ul style="list-style-type: none"> Single board would eliminate need for dual members (that is, WSO board members on Interim Committee and WCC board and on or from the WSB).
OB	87	B.1.b	Overloading WSO board chair, vice chair with responsibility We ask too much when we make one person chair of the WSO board and the WCC board and a member of the Interim Committee. We have grown too large for that to be responsible; no one can continue to work under those conditions.	<ul style="list-style-type: none"> No solution offered.

5) Funding service expenses

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
OUT	88	B.1.b	Lack of funding denies some members participation in committee meetings. Lack of funding excludes those with experience but no money. Financial support for world service projects should not have to come from personal funds, nor from the funds of the more financially stable regions.	<ul style="list-style-type: none"> Complete funding for each elected or appointed member of any world service board or committee, not just certain members.
WCC	89	B.1.b	Amount of personal funds and time expended by WCC board members. An extraordinary amount of time, work, and personal funds are necessary for an individual member to give when serving on a world board or committee.	<ul style="list-style-type: none"> Add details on impact of world services commitments: <ol style="list-style-type: none"> 1. Personal time requirements away from family and job 2. Especially difficult for single parent 3. Significant amounts of personal funds spent are non-reimbursable

6) Best utilization

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
POL	90	B.1.b	The roles and responsibilities of interested NA members in committee work is undefined. Lack of role definition prevents wise use of the human resource they represent.	<ul style="list-style-type: none"> Define interested members' role; document; educate.
LIT	91	B.1.b	Location impacts our ability to utilize working groups	<ul style="list-style-type: none"> Utilize WSC-LC general members and regional literature subcommittees to form working groups with WSC-LC registered members as leaders.
WCC	92	B.1.b	Underutilization of world trusted servants at WCNA events, primarily service workshops. The WSC has little, if anything, to do with the world convention as an event.	<ul style="list-style-type: none"> Make WCNA more representative of world services. WCC will incorporate more service workshops into the WCNA program.

7) Working relationships

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	93	B.1.b	WSB member participation in board meetings Many times, members attend only parts of meetings. This results in either nonsupport of decisions they did not participate in or asking the board to revisit agenda items. Many times, members are not prepared for meetings or conference calls. This reduces the performance of the meeting or the conference call. Being prepared is the member's responsibility.	<ul style="list-style-type: none"> Develop a process WSB members can use to submit input on agenda items they will not be present to discuss in person at a WSB meeting. More trust in the WSB by its members. The WSB should hold members accountable for nonparticipation and for wasting the rest of the board's time. The WSB needs to better train new members, and needs to double up on assignments until new members are fully trained.
OB	94	B.1.b	Trust (or lack thereof) There is a level of distrust among board members that does not get discussed. It is probably less of an issue among WSO board members than elsewhere in world services, but it is an issue nonetheless and should be faced squarely so as to be resolved if possible.	<ul style="list-style-type: none"> The WSO board should meet in an open and caring manner to air any and all concerns about fears, politicalization, hidden agenda, nepotism, ambition, cronyism, and anything else that could hinder us in our ability to work together toward common goals.

WSC	95	B.1.b	Representation at WSC exceeds participation. Many RSRs attend the conference, but only a small portion of them participate. This is due to financial difficulties, language barriers, and transportation problems. As a result, there is a large silent population of our fellowship.	<ul style="list-style-type: none"> No solution offered.
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8) Leadership

B/C	SN	SCOPE	PROBLEM; DESCRIPTION	SOLUTIONS
WSC	96	B.1.b	Inconsistent and ineffective leadership by world-level trusted servants. Competition between leaders exists for tasks and projects; this leads to a perpetuation of jobs. Leadership has poor long-term planning skills. World service leadership does not reflect NA as a whole.	<ul style="list-style-type: none"> No solution offered.
WSC	97	B.1.b	Lack of strong leadership--specifically, meeting facilitation skills. Need direction. Fear. Personalities.	<ul style="list-style-type: none"> Use long-time WSC participants as assets. Accountability. Apply Twelve Concepts.

B.2.b. Financial resources--allocation

1) Criteria for allocation

B/C	SN	SCOPE	PROBLEM; DESCRIPTION	SOLUTIONS
WSB	98	B.2.b	WSB lacks resources to accomplish its goals WSC grades many WSB functions to be of low priority and allocates minimal or no resources for them.	
INT	99	B.2.b	Lack of criteria for funding allocation. No written criteria for allocating funds or travel. Leaves Interim Committee in position of sometimes making difficult decisions and knowing we will catch heat. Results in confusion and antagonism.	<ul style="list-style-type: none"> Develop and establish criteria and protocol.
OUT	100	B.2.b	Lack of minimum budget for Outreach ad hoc. Although there has been overwhelming support for the establishment and continuation of the Outreach ad hoc at the WSC, there has been no funding linked to achieving the work designated by the WSC. Creating or continuing an ad hoc committee implies a responsibility for funding and staff resources to accomplish the committee's stated purpose.	<ul style="list-style-type: none"> To fulfill our primary purpose, all ad hoc committees should be allocated a basic budget, which would include some attendance at committee meetings, WSO staff support, and communications with the fellowship.
POL	101	B.2.b	Inadequate funding, inaccurate budgeting Inadequate funding results in undue personal expenditures and limits participation in world services. There is no standing funding criteria. Actual expenses for services are not documented (that is, personal).	<ul style="list-style-type: none"> Apply Concepts Two and Eleven. Unified budget in which world services takes responsibility for all world service efforts. Increasing and stabilizing funding is part of this responsibility. Provide accurate, inclusive reports of all expenditures and develop budgets accordingly. Clarify further the responsibility of committee members in funding.
H&I	102	B.2.b	Insufficient funds allocated to H&I committee. Not enough money allocated to WSC H&I for projects, member attendance at the WSC and three quarterly meetings, member attendance at local H&I events, publications, or number of times WSC H&I meets per year. Insufficient committee input into WSC H&I budget.	<ul style="list-style-type: none"> A budget is prepared by leadership for discussion at a committee meeting. Leadership then presents it to Interim. A shift in WSC spending priorities. Education of RSRs about H&I. Develop criteria for funding requests. Funding for WSC H&I Committee members.
PI	103	B.2.b	Lack of adequate funding to function as a WSC public information committee. Lack of full committee funding prevents WSC PI from functioning to meet the needs of the fellowship. Lack of specific line-item budget prevents the WSC PI Committee from meeting the needs of the fellowship regarding PI.	<ul style="list-style-type: none"> Full funding for voting members of WSC PI. Supply the WSC PI Committee with a percentage of the annual budget and allow us to administer it ourselves.
LIT	104	B.2.b	Problem with lack of funding and WSC criteria for funding allocation.	<ul style="list-style-type: none"> Ratification of unified budget at the conference in conjunction with long-term planning.

TRN	105a	B.2.b	Lack of resources for translation-related travel and committee meetings. Need for development trips to interface directly with the fellowship. The communications problems experienced by world services normally are compounded by the nature of our work. Meeting time is scarce—two meetings outside the conference each year for the last two years, and both years time was taken up by the inventory. Inadequate oversight of and involvement with the translations work process by the committee—for example, the evaluation process to ensure conceptual fidelity of translated material.	<ul style="list-style-type: none"> • More flexibility in the budget, allowing for planning and carrying out of trips and meetings as needed. Whether discretion is left to Interim or WSTC is not a concern. • Meetings need to make more of our time together. One meeting should be in a forum setting.
TRN	105b	B.2.b	Ability to begin new projects—lack of resources. All of world service is expected to be responsive rather than proactive. We are aware of many needy, struggling communities with no literature in their language. It would probably require a concerted effort by the WSTC to get them literature in the foreseeable future. We recognize that our resources are severely limited and that we cannot adequately respond to the requests before us. Nonetheless, the NA message is not getting to communities that need it.	<ul style="list-style-type: none"> • Dedicate more resources to translation work, especially at the WSO.
WSC	106	B.2.b	Lack of full funding for conference committee members. Lack of full funding for all conference committee members creates an inequality between committees. In addition, it prevents many regions from participating.	<ul style="list-style-type: none"> • Fund all committee members.
A	107	B.2.b	Incomplete awareness of WSO financial status and process for making financial decisions. Causes envy and has generally negative affect on morale.	<ul style="list-style-type: none"> • Provide more information in all-staff meetings on WSO financial status. • Provide more information in staff orientation on financial decision-making processes and policies.

2) Lack of control over budget

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	108	B.2.b	Budget management not conducive to fulfillment of goals, long-range planning The WSB has no control over its own budget or any other world service budget. The Interim Committee makes the WSB's budget decisions, and in the process takes over key WSB project decisions. Interim Committee micromanagement and excess layers of budgetary decision making have reduced WSB performance. There is no budget related to goals, and no long-range budget.	<ul style="list-style-type: none"> • Increase world service communications with fellowship at large. • Develop conservative timelines for projects. • Keep the goal, not the activity, foremost in mind. • All-world-services planning, prioritizing. • The WSC should have a discussion of what it considers truly important. • All WSC participants should let go of pet projects and motions and enter discussion sessions with open minds. • Reduce the impulsiveness in the WSC decision-making process. • Replace current budgeting and funding system with a block-grant system to fund world service entities. • Require project plans for all expenditures. Once approved, allocate the funds to the project and allow the project administration to manage those funds according to their plan. Develop an oversight committee to review project performance and evaluate funding requests that are over and above the block-grant allocation for the project. This would eliminate administrative micromanagement.
OB	109	B.2.b	WSO annual budget unpredictably impacted by decisions made at WSC WSO board is not autonomous in its use of available funds to carry out its primary responsibilities because budget may be adversely impacted by WSC decisions.	<ul style="list-style-type: none"> • Unified budget. • Require well-researched financial impact on WSO with each motion. • Full and constant disclosure of finite WSO resources available to WSC. • Business plan.

3) Funding WSC Development Forum travel

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSC	110	B.2.b	Lack of funding equity and breaks of anonymity. Non-USA participants singled out. Regional reputations. Badges. Voting blocs. Funding differences is a breach of principle of anonymity.	<ul style="list-style-type: none"> • Fund all or none. • Further investigate cost equalization, unified budget.

4) WSO facilities

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
F	111	B.2.b	Facilities and equipment. Crummy, limited space. Aging, inadequate equipment.	<ul style="list-style-type: none"> • Find new quarters, with staff all in one building. • Plan work space appropriately. • Do not draw primary equipment from an equipment graveyard.
M	112	B.2.b	Lack of adequate facilities. The current facilities are no longer adequate for WSO operations. The needs for specialized work areas (such as a typography room, enclosed areas for noisy equipment, quiet areas for proofreading jobs, work areas for large mailing jobs etc.) cannot be accommodated due to limited or lack of space. Present location of office facilities in 3 buildings contributes to the problem of disjointed management. <i>Adequate work spaces and warehouse space would greatly enhance work performance, effectiveness and reduce costs overall.</i>	<ul style="list-style-type: none"> • New facility with adequate space for personnel, equipment, work needs, and warehouse requirements.
C	113	B.2.b	Inadequate facilities; work environment. Physical environment (facilities) is unacceptable: lighting, carpets, walls, ventilation, temperature control, bathrooms, windows, leaks, parking, health and safety hazards. Work environment is filthy, has lack of pleasant atmosphere and decor. Distractions are caused by lack of privacy. Problems with socializing in the halls, proximity of team members. Lack of pride in work environment.	<ul style="list-style-type: none"> • Moving to a better facility • Budgeting for building improvements/upgrades • Setting work environment standards
S	114	B.2.b	Running out of warehouse space. Especially short on packing areas.	<ul style="list-style-type: none"> • Relocate.
A	115	B.2.b	Work areas in separate buildings. This team has little knowledge of what the other teams do, how they work, or where the Accounting Team fits into the big picture of WSO's mission. The physical distance created with three buildings for WSO staff makes interteam cooperation and interaction much more difficult. The apartness creates suspicions, envy, and otherwise has a negative affect on morale.	<ul style="list-style-type: none"> • Relocate entire staff to a single building, so all teams can work in closer physical proximity to one another.
A	116	B.2.b	Lack of space creates inefficiency in accessing accounting storage and producing and storing adequate hard-copy records of transactions.	<ul style="list-style-type: none"> • Procure larger, more accessible long- and short-term storage.

B.2.c,d. Financial resource utilization, accountability

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
N	117	B.2.c	Lack of backup vendors for <i>The NA Way</i> .	<ul style="list-style-type: none"> • Find adequate backup vendors for art, printing, binding, mailing, and fulfillment services for magazine.
LIT	118	B.2.c,d	Question whether services provided by WSC-LC are cost effective.	<ul style="list-style-type: none"> • No solution offered.
OB	119	B.2.c,d	Wasting financial resources.	
OB	120	B.2.c,d	Cost effectiveness of services provided Specifically in areas of world services where services are duplicated: committees, trustees, office.	<ul style="list-style-type: none"> • Unified system.

B.3.a. Resource utilization--sharing resources throughout world services

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WCC	121	B.3.a	Utilization of WCNA proceeds by all of world services Revenue generated by WCC is not included in the world services budget.	<ul style="list-style-type: none"> This might be arrested in reviewing a unified budget somehow including WCC resources in the pool of available resources for all of world services. Another possible solution could be a unified budget and single board for world services.
S	122a	B.3.a	Conflicts in scheduling photocopy equipment time. Last minute report printing requirements often conflict with ongoing production schedules for stock IPs and handbooks.	<ul style="list-style-type: none"> Develop better planning for report printing, advance scheduling. In staff training, include description of in-house stock production work so that everyone knows what's involved.

B.3.b. Resource utilization--maximizing resource use**1) Goals, planning**

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	122b	B.3.b	One-year conference time frame yields short-term focus WSC project assignments are made in one-year increments, and are reaffirmed as needed from year to year. In reality, conference entities have only six months of work time each year; three months are needed to prepare, finalize, and publish the CAR, and conference bodies are put on effective hiatus for three more months while the fellowship-at-large reviews the CAR and prepares its RSRs for the WSC annual meeting. This calendar produces a short-term focus for world services; it is unsuitable for the long-range planning needed for most of the projects to fulfill the WSB's purpose.	<ul style="list-style-type: none"> Long-range world services planning, prioritizing. Hold WSC business sessions every other year. Refine service structure to produce single, clearly defined point of responsibility, planning accountability for each task, understood and accepted by everyone involved. Use outcome-based planning--that is, stop shooting from the hip and doing major projects on the conference floor with little time to plan the outcome of projects. Educate staff and volunteers on project planning. All projects must be planned and part of the planning process. Stop overreacting to immediate crises. Budgets must be submitted, adhered to, and evaluated; if they are not managed properly and within budget, they must be reassigned to others. Empower a body to manage projects.
WSB	123	B.3.b	There is no long-range plan to accomplish any of the long-range goals defined in the WSB purpose.	<ul style="list-style-type: none"> Annual all-world-service planning session to establish goals, priorities. Allow the WSC to prioritize the work it gives the WSB, with the understanding that it can't all be done. Formulate a comprehensible mission statement for the WSB with objectives everyone agrees on and a long-range plan designed to accomplish those objectives.
WSB	124	B.3.b	Accepting unplanned projects from the WSC The WSC sometimes assigns projects to the WSB that have not been planned out. The WSC does not account for the time that will be required to plan the project out when assigning the project. As a result, projects get off to a low start; sometimes the committee or board cannot accomplish the task in the time given, and other times quality must be sacrificed in order to expedite the process.	<ul style="list-style-type: none"> Require project plans for all projects assigned to the WSB, or forecast that the first year of any unplanned project will be taken up in planning activities.
INT	125	B.3.b	No long-term goals. Not enough time devoted to establishing long-term goals--always in a crisis mode. Without long-term goals, planning work can be difficult. Such areas as budgeting, unified budget, and travel needs would be considered in identifying long-term goals. Lack of flexibility and available calendar time for additional meetings.	<ul style="list-style-type: none"> Long-range conference planning. Projected workplace (put forth before WSC?) Clear lines of responsibility and corresponding authority. Complete communications protocol procedure Complete funding criteria procedure
ADM	126	B.3.b	Lack of long-term goals. Lack of long-term planning of world services means that Admin reacts from year to year.	<ul style="list-style-type: none"> Develop clear statement of purpose for the WSC Identify goals, begin long-range planning for WSC based on its new, clear statement of purpose

POL	127	B.3.b	<p>Neither Policy in particular nor world services in general engage in long-term planning and priority setting.</p> <p>Policy is assigned tasks that it is unable to complete due to:</p> <ol style="list-style-type: none"> 1. Lack of continuity in membership 2. Change in project scope and shape each year 3. Changes in project priorities each year <p>Committee cannot plan long-term because WSC doesn't.</p>	<ul style="list-style-type: none"> • 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. • Long-term plans for each board or committee should include reasonable project timelines that take resource availability into consideration. Adequate resources should be appropriated for each project.
H&I	128	B.3.b	<p>Development and implementation of goals and objectives.</p> <p>Inconsistent approach to project development, planning, and implementation. Poor utilization of committee members with respect to experience. Redundant projects; too "all encompassing."</p>	<ul style="list-style-type: none"> • Develop a methodology and budget for planning, including questions about necessity, size, and scope. Include committee members in the process and utilize their experiences and strengths.
PI	129	B.3.b	<p>As a committee, our goals and direction are not focused.</p> <p>A lack of clearly defined, measurable, achievable long- and short-range goals. We set goals haphazardly as the situation of the moment dictates, reacting to crises rather than fitting them into the big picture.</p>	<ul style="list-style-type: none"> • Readdressing a five-year plan and after reevaluating it adopt it to get a focus. • Utilize the public relations statement of purpose in making our long- and short-term goals. • Assess the needs of the fellowship. • Develop short-term goals that are bound by time, measurable, so we can know if we've achieved them. • Periodic review of work.
LIT	130	B.3.b	Lack of long-term planning.	<ul style="list-style-type: none"> • Develop 3-5 year plans, moving toward 5-10 year plans.
OB	131	B.3.b	<p>Conflicting goals create conflicting policies which result in inequitable and inefficient work distribution</p> <p>Current configuration of world services is geared toward short-term solutions generated on an annual basis with no long-term vision.</p>	<ul style="list-style-type: none"> • Development of a global consensus of a vision for NA.
OB	132	B.3.b	<p>Lack of planning; no long-term planning</p> <p>Without goals, objectives, and purpose translated into a strategic plan, at a minimum, WSO can only deal with the one-year time frame we currently work with.</p>	<ul style="list-style-type: none"> • Development of a long-term WSO business plan. • Utilize a business plan in the development of a global consensus of a vision for NA.
OB	133	B.3.b	<p>Lack of planning</p> <ol style="list-style-type: none"> 1. We "plan" from year to year, yet most projects run from three to seven years. WSO board is reactive, not proactive. Without proactive plans, all we can do is "oil the squeaky wheel." 2. Systemic dysfunction, typified by distrust, prevents communication within world service necessary for planning. 	<ul style="list-style-type: none"> • Change timeframe of conference work cycle by changing period of WSC meeting. Instead of every year, have the conference meet every three, or five, or seven years—enough time for a project to have run, and enough time before the next WSC to plan other projects. • 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. • Publish these strategic and intermediate plans so that a WSO committee and WSO management, along with the fellowship itself, could clearly know what to expect in the future and could impact plans well in advance of their execution. • Address the fear of changing the service structure. This fear is rampant within world services, and is less of an issue within the fellowship itself. Once the fear is dealt with, the transition plans—both strategic and tactical—will be simple to develop and easy to execute.
OB	134	B.3.b	<p>Lack of long-range planning</p> <p>Financial instability and lack of employee training during the last five years have prevented the WSO board from moving out of crisis-management mode and into the execution of a coherent, long-range business plan.</p>	<ul style="list-style-type: none"> • Business plan.
OB	135	B.3.b	<p>Lack of long-range goals</p> <p>Focus has been on short-term goals and crisis management. There has been no time or effort to look at long-range visions and goals for the WSO. Efforts have focused on keeping the business afloat through the lean years.</p>	<ul style="list-style-type: none"> • Establish an ad hoc group of visionary directors and senior staff to develop a long-range vision, including five-year and ten-year goals. • Designate time for the entire WSO board to brainstorm without distraction.

OB	136	B.3.b	Planning Lack of long-range goals. Planning for the goals is inadequate. Part of the problem is WSO's relation to NA's purpose is subject to individual interpretation. Another aspect is time, meetings of the WSO board each time to plan goals or projects. On top of this, not all members of the board are of like mind, which is important but can cause problems when we try to decide major issues.	<ul style="list-style-type: none"> Have specific planning a part of our work. The business plan may be a part of this.
WSC	137	B.3.b	Lack of long-term planning for the WSC. There is no long-term focus either for the WSC or for NA as a whole. We live from year to year. Leadership does not encourage long-range planning.	<ul style="list-style-type: none"> Set long-range goals and objectives. Hold the WSC every two years, to help us make long-range plans.
WSC	138	B.3.b	No long-range planning. WSC task-oriented vs. long-range. WSC doesn't look at "big picture"—reactionary, crisis- and dollar-driven, all short-term. Increasing number of motions in CAR and more at WSC creates pressure to limit discussion.	<ul style="list-style-type: none"> Long-range (3-5 years) planning, include financial planning. Reduce number of motions added at WSC (earlier cut-off) and increase discussion (small groups).
M	139	B.3.b	Lack of clearly stated goals. Without stated goals, we only remedied existing problems as they occurred, mainly reactive. Approximately 1 year ago we decided to become proactive in planning and setting goals. <i>Our foundational development plan was developed to assist us in this area.</i>	<ul style="list-style-type: none"> Identify and establish short- and long-range goals. Establish common goals and plans with trusted servants.
A	140	B.3.b	The team has no goals, either short- or long-term. If we do not know where we are going or what we are trying to accomplish, it is almost impossible to get there. Individual and team efficiency and production are affected negatively. There is little opportunity for improvement because there is little understanding of what to improve.	<ul style="list-style-type: none"> Use the team meetings to set commonly recognized goals. This will allow all team members to focus on known, understood purposes and objectives instead of individual, diverse purposes and objectives. Allow time in team meetings to monitor the fulfillment of team goals and, when necessary, to reevaluate the feasibility of the goals the team has set.
C	141	B.3.b	Inefficient project planning and goal setting. Poor instructions, communications and methods sometimes lead to confusion and loss of productivity. The team has difficulty setting short- or long-term goals and devising project plans to carry out the goals. We also do not take the time to evaluate a project we have completed to assess whether or not problems that occurred could be avoided in the future. We are caught in a "hurry up and wait" syndrome: items are delayed, deadlines are missed, and then staff are expected to take up the slack. Some team members have resistance to more structure with regards to planning.	<ul style="list-style-type: none"> Delay deadlines when possible Training in project planning/goal setting skills Evaluation of completed project
F	142	B.3.b	Project planning. Lack of time for proactive planning; time spent more on damage control, responding to immediate requests and crises. <i>A planning meeting would require exchange of information and interaction with other teams. There are many ideas and projects for all of world services and the fellowship that can't come to fruition because we are spending all our energy just keeping our heads above water. Many of these things, especially if they are innovative, require the trust and support of trusted servants.</i>	<ul style="list-style-type: none"> Discuss and schedule a team planning meeting. Don't let other things take priority and force a planning meeting off the schedule.
A	143	B.3.b	No process for team planning. No process for planning means no plans. We have to plan to plan. With no plans, it is difficult to distribute work at all, let alone evenly. The Accounting Team is not working at maximum efficiency levels, and production and morale are negatively affected.	<ul style="list-style-type: none"> Establish a process for team planning that can be used in team meetings. Allow enough time in team meetings to use this planning process. Make team planning a high priority activity.
M	144	B.3.b	Lack of sufficient time for planning and accomplishment of tasks. The volume and diversity of work is such that rarely is there adequate time to plan or accomplish tasks. As a result we end up planning and accomplishing tasks as a reaction to ongoing situations rather than make proactive decisions. We constantly allow other things to get in the way. The current service system often does not seem to allow for this kind of time to be available.	<ul style="list-style-type: none"> We need to schedule time to plan into normal WSO operations

2) Budget related to goals

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	145	B.3.b	<p>WSB lacks resources to accomplish its goals</p> <p>WSC has gotten into a mode of approving and funding short-term projects with short-term goals, leaving minimal resources for the WSB's functions, which aim toward long-term goals.</p>	<ul style="list-style-type: none"> • Better centralized planning to accomplish world service goals. • Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization.
INT	146	B.3.b	<p>Budget, as related to goals.</p> <p>No planning for any budgets. Ability to meet above and beyond that which was budgeted and passed at conference is difficult because it puts in a bind if we need to schedule an extra meeting or call as we're the ones who approve such funding—perceived as self-serving. Lack of flexibility is often an adverse consequence.</p>	<ul style="list-style-type: none"> • Time must be set aside for budget planning.
OUT	147	B.3.b	<p>Have no goal-related budget.</p> <p>We have goals set for this ad hoc committee by the conference, yet we have no goals-related budget to complete task assigned.</p>	<ul style="list-style-type: none"> • Establish a "basic budget" for all committees. [Note: Budgets should include staff time.]
TRN	148	B.3.b	<p>Translation work is not a high priority in world service work.</p> <p>World services maintains ownership and control of all recovery literature but does not accept the corresponding responsibility to dedicate resources to translation work.</p>	<ul style="list-style-type: none"> • Make all NA communities contribute to the resource pool for translation work. Perhaps by revamping the existing WSO sales policies and licensing agreements. • World services should make translation work a priority. • World services should either accept the responsibility for translation work that goes along with centralized control of NA literature—or cut it loose.

C. STRUCTURE

C.1. Structure—elements: zonal forums

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
WSC	149	C.1	Lack of communication between zones. There is no organized form of communication for zones.	<ul style="list-style-type: none"> • Create a forum for zonal communication.
WSC	150	C.1	No time set aside at WSC for zonal communication.	<ul style="list-style-type: none"> • Make time at WSC for zonal communication.
WSC	151	C.1	Lack of clarity regarding purpose of zonal forums. Each zone operates independently regarding purpose and function.	<ul style="list-style-type: none"> • Empower zonal forums. • Have the WSC define and give purpose to zonal forums.
WSC	152	C.1	Lack of financial and human resources dedicated to zonal forums. The WSC does not set aside finances for zonal forums. The WSC does not provide any means for world trusted servants to participate in zonal forums.	<ul style="list-style-type: none"> • Make conference funds available for zonal forums. • Create a cost-equalization plan for participation at zonal forums.

C.2. Structure--relationships and roles [of respective boards, committees]

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
OB	153	C, all	Convolutd service structure makes effective decision making very difficult With the rotation of WSO board members and the necessary influence of and interaction with the other service arms, the board finds it difficult to recognize and simultaneously resolve many major business issues that it could otherwise address. The WSO board is responsible for the business development of NA's primary service center; entanglements with the other service arms drag the WSO business planning process out to such an extent as to invalidate it. Witness the relatively recent experiences with the appointment and eventual dismissal of an executive director; the politics and influence that went into that individual's selection show the convolutions of the <i>real</i> business structure we are enmeshed in.	<ul style="list-style-type: none"> • A single board structure with global responsibilities. • A unified, zero-based budgeting system. • Adoption of the Twelve Concepts in practice as well as in principle. • Total reorganization of world services on a more functional basis, with simultaneous assignment of authority and responsibility.
OB	154	C.2	Systemic dysfunction This is the heart of our problems. So much time and energy is spent getting everyone up to speed on what's happening. So many varied interests and viewpoints of our fellowship. Lack of leadership in the service structure.	<ul style="list-style-type: none"> • Unified board structure. • We need leaders. • Some of our fellowship needs to work its steps before trying to apply traditions.
WSB	155	C.5	Inadequate delegation of responsibility, authority The WSB is not delegated sufficient authority to complete the projects or functions assigned it. The board, in turn, does not delegate sufficient authority either to its committees when assigning projects to them or to its leadership in making critical decisions.	<ul style="list-style-type: none"> • A single board with a unified budget would eliminate some of the problems with inadequate delegation. • When establishing a project, clearly identify parameters within which the body administering the project can make relevant decisions about spending, holding meetings, conducting conference calls, and recruiting help. • Elect leaders, identify the area of responsibility in which you expect them to serve, and identify the range of authority you will allow them to exercise in fulfilling that responsibility. • Throughout any project, communications must be maintained between the project administrator(s) and the person, body, or bodies who commissioned the project.

a. Definitions of roles and responsibilities of various elements

B/C	SN	SCOPE	PROBLEM; DESCRIPTION	SOLUTIONS
WSB	156	C.2	<p>The WSB's educational capacity is underutilized and underprioritized.</p> <p>The WSB's statement of purpose points toward a variety of educational functions the board should be performing: drafting IPs, developing guidelines, guiding the planning process, enhancing fellowship understanding of the traditions, encouraging the exchange of service-related information and experience, developing service guides and workshops, and providing general education to the fellowship about NA principles. The WSC does not use the board to perform these functions, and does not rate these functions as high priorities.</p>	<ul style="list-style-type: none"> The WSC should shift gears from producing "guidelines" to presenting information and options for the fellowship to use as tools. All world service entities should be required to come together for purposes of planning and prioritizing, undercutting the territorial impulse. The WSB should be used to fulfill its guidelines, or the portions of its guidelines the WSC does not want fulfilled should be removed—eliminate mixed signals.
INT	157	C.2	<p>Ambiguity of and controversy surrounding second of two stated operating parameters for Interim in TWGSS.</p> <p>Specifically, "Further, the Interim Committee shall make necessary decisions affecting NA world services when the WSC is not in session, mindful of priorities previously established by the WSC."</p>	<ul style="list-style-type: none"> Clearly define Interim's purpose and responsibilities, and amend TWGSS accordingly.
ADM	158	C.2	<p>Facilitators, or leaders? Admin's lack of clear guidelines, role definitions.</p> <p>The role and responsibilities of Admin and its members seem to shift year to year. This makes understanding these things very confusing. Confusion from boards/committees about whether we are facilitators or leaders. Confusion about Admin, Interim responsibilities.</p>	<ul style="list-style-type: none"> Create guidelines for any administrative body. Without a doubt, a single board would help.
OUT	159	C.2	<p>Lack of a clearly defined process for ad hoc committee interface with the WSC as a whole.</p> <p>The WSC does not have any written guidance for the administration or creation of ad hoc committees.</p>	<ul style="list-style-type: none"> Guidelines for the administration and creation of ad hoc committees should be developed by the WSC Policy Committee and approved by the WSC. <ol style="list-style-type: none"> These guidelines should include what an ad hoc committee's duties and responsibilities are, and identify to whom an ad hoc should turn for guidance and support. They should clarify the difference between an ad hoc committee and a standing committee. An ad hoc committee does only the work directed by the conference, and is responsible to the conference. When an ad hoc committee is continuing for an additional year, membership must be appointed or elected from a pool recommended by the existing ad hoc committee. Include funding provisions.
POL	160	C.2	<p>Policy Committee has been assigned projects concerning philosophical issues still unresolved by the conference.</p> <p>When the WSC is divided on basic beliefs—like RSR participation, or rotation and continuity—it cannot give guidance to the committee on project scope in developing procedure.</p>	<ul style="list-style-type: none"> Demand guidance from the WSC on scope, expectations, and need for projects.
POL	161	C.2	<p>Policy committee has no clear role within world services.</p> <p>Other committees and boards develop policy. There is no single point of decision and accountability for presentation to the WSC.</p>	<ul style="list-style-type: none"> Designate and support single body responsible and accountable for policy work to the WSC.
POL	162	C.2	<p>Policy committee's purpose, as stated in TWGSS, is inadequate and inaccurate.</p> <p>TWGSS: "The purpose of the WSC Policy Committee is to evaluate suggestions in conference policy or procedure and proposed changes or modifications to the service structure." We recommend and propose changes and originate work, but this is not stated.</p>	<ul style="list-style-type: none"> Establish adequate and accurate purpose.

PI	163	C.2	Lacks a sense of accomplishment. Due to our lack of full committee funding, poor communication, inability to complete tasks on time, and sense of competition with the WSB. Several projects have been taken away from us.	<ul style="list-style-type: none"> • Do a better job of communicating with each other. • Set accomplishable short- and long-range goals. • Use our annual review to highlight our accomplishments during the year. • Implement the long-range public relations plan. • Restructure the committee. • Get some funding to do a national/international PI campaign. • Going to and sponsoring a couple of PI workshops. • Better define our purpose within world services.
TRN	164	C.2	WSTC is outside the world service communication loop. The WSTC chair is not integrated into world service meetings or communications. Further, there is confusion about the role of dual members (on WSTC and on other world service boards or committees) and whether they speak at WSTC for the other entities to which they belong. The WSTC is a standing conference committee; the only difference is its chairperson doesn't vote in the WSC.	<ul style="list-style-type: none"> • Include the WSTC chair in world service meetings and communications. • Clarify role of dual WSTC members. • Clarify status of WSTC within world service board and committee system, and include rather than exclude it.
OB	165	C.2	Sense of accomplishment Much of our agenda is presented by WSO staff as if for rubber stamping. I believe we are all of us task- and achievement-oriented and need concrete goals.	<ul style="list-style-type: none"> • A plan. Tasks and objectives to fulfill it. Participation in concrete—definite and visible—achievable—whether new product (such as the video), policy and management changes (personnel policy, FIPT), involvement in branch management profitability, communication inside and outside the fellowship.
WCC	166	C.2	Work distribution and WCC relationship to the host committee. WCC needs to spend time reviewing guidelines to establish a better, clearer relationship with the host committee.	<ul style="list-style-type: none"> • The WCC should assume the responsibility for the world convention and utilize the host committee in a strictly support role. Refer to WCC guidelines working group.
M	167	C.2	Lack of clearly defined parameters for role, duties, responsibilities and accountability of management team in structure of WSO. Due to our inexperience in system changeovers we didn't anticipate a management team component. It evolved over the course of time and we didn't recognize the need to develop parameters for those things.	<ul style="list-style-type: none"> • Develop written description of Management Team role, responsibilities.
C	168	C.2	There is resistance to seeing the work of the team as belonging to the whole team and not to individual departments.	<ul style="list-style-type: none"> • No solution proposed.
F	169	C.2	Team concept. Lack of clarity, understanding of team structure.	<ul style="list-style-type: none"> • Team discussions of team concept. • Staff training about team concept.
M	170	C.2	Use of team concept. Although we have begun to effectively use the team concept there are still times when it isn't practiced. One of those places is in full staff meetings. The focal point in full staff meetings is still the executive managers which doesn't affirm management's commitment to the team approach to the staff.	<ul style="list-style-type: none"> • Begin to delegate to other managers the responsibility for the conducting full staff meetings. This will visibly affirm management's commitment to this concept.

b. Relations, conflicts between boards, committees

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSC	171	C.2	The current structure of the WSC promotes duplication of services and projects. WSC seems to be task- and project-oriented, and our structure promotes duplication of these services within committees and boards. As a result, competition often exists between these bodies.	<ul style="list-style-type: none"> • No solution offered.
WSC	172	C.2	Lack of trust. Lack of firm boundaries. Committees have tunnel vision. Lack of mutual respect between WSC and WSB.	<ul style="list-style-type: none"> • Step Twelve. • Application of concepts of authority, delegation, clear definitions thereof.

WSC	173	C.2	<p>Duplication of services. Undefined boundaries. Lack of direction. Overlap (PI, H&I, 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.</p>	<ul style="list-style-type: none"> Utilize those associated for a time with the WSC as personnel assets. Long-term planning. Include <i>all</i> leaders in planning process. Create a 3-5 year priority list. Single board. Identify single purpose for all WSC participants. Delegation.
WSB	174	C.2	<p>Lack of clear definition of roles and responsibilities of different components of world services. Having a global purpose creates an overlapping of WSB tasks with those of other boards and committees. WSC does not refer to board, committee guidelines when assigning tasks and ends up misassigning or double-assigning tasks—for example in international development and in conflict resolution.</p>	<ul style="list-style-type: none"> Create a single board with a single system of committees. <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Include procedures that will allow this board's standing committees to expand if the projects they are working on require it. Develop more user-friendly material for use by trusted servants at all levels of our service structure, so that the roles of different world service units are more widely understood. Have more direct interaction with our fellowship, particularly in workshop settings, to enhance fellowship understanding of roles and responsibilities within world services. Engage in detailed project planning before bring proposals to the conference for approval.
WSB	175	C.2	<p>The WSC lacks a clear impression of what it thinks the WSB's role is.</p> <ul style="list-style-type: none"> This leads other boards and committees to perceive the WSB as interfering in their work. This, in turn, causes the WSB to limit its own plans lest the board be perceived as encroaching further. 	<ul style="list-style-type: none"> The WSB should make plans to fulfill its stated goals, regardless of personalities or perceptions. The WSB should communicate its understanding of its role and goals more widely so that they can be more generally understood. Shift conference committees to WSB committees.
INT	176	C.2	<p>Turfism. Pet projects continue to be championed by individuals. Responsibility and accountability are influences(?).</p>	<ul style="list-style-type: none"> Work toward creation of a single board, so time can be focused on the "Big Picture."
ADM	177	C.2	<p>Lack of clear distinction between roles, responsibilities of Interim, Admin. Interim has taken on many of the traditional roles of Admin regarding funding and budgetary matters.</p>	<ul style="list-style-type: none"> Eliminate Admin in favor of single administrative body to take place of the three-headed beast we have now.
OUT	178	C.2	<p>Admin's misinterpretation of the WSC's directions regarding the Outreach ad hoc.</p> <ol style="list-style-type: none"> Refusal by Admin to appoint PI committee nominee to Outreach. Refusal by Admin to appoint Outreach member to Composite Group. 	<ul style="list-style-type: none"> There needs to be a method to enforce conference decisions between conferences.
POL	179	C.2	<p>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.</p>	<ul style="list-style-type: none"> Develop service structure complete with specific delineation of responsibility, authority, and accountability, per Twelve Concepts.
H&I	180	C.2	<p>Persons other than WSC H&I members are being sent to local H&I events, and WSC H&I has no input into decision-making process behind this.</p>	<ul style="list-style-type: none"> A set amount should be incorporated into the WSC H&I budget for local H&I event participation, with WSC H&I leadership making the decision about who is sent according to experience and location.
PI	181	C.2	<p>Lack of input into and participation in professional (non-NA) events. We are not aware of them, we have limited input, and we're not asked to participate. We find out about them after the decision has been made, but we don't have input into the decision. The participation aspect is a problem. The training of additional world-level trusted servants to participate in these events is key.</p>	<ul style="list-style-type: none"> All professional (non-NA) events should be a training exercise. PI Committee leadership should work in conjunction with the Interim Committee and WSB External Affairs to decide what events to attend and who should go.
TRN	182	C.2	<p>Resource management—setting priorities for translation work. Translations work is prioritized by the WSTC, the WSO board, Interim, and the WSC itself. There is no one place to look at the whole picture, and no "single point of responsibility and accountability."</p>	<ul style="list-style-type: none"> Unified budget and centralized administration for world services.
OB	183	C.2	<p>Duplication of services.</p>	

OB	184	C.2	<p>Conflicting policies, jurisdictions: WSO board, Interim Committee, trustees, WSC committees. Created by short-term timeframe for addressing long-term problems, created by annual WSC. Unpredictable WSC decisions, limited WSC time frame prevent examination of "Big Picture." Duplication of services leads to ineffective work and wasted effort. Lack of trust. Examples:</p> <ul style="list-style-type: none"> Interim Committee approval required for WSO business travel. Trustee must accompany staff on trips involving direct interaction with fellowship to ensure correct message given. Final section of trustee guidelines in TWGSS, which allows trustees to have direct control of office operations that ought to be the responsibility of the WSO board. Personal sniping between directors, trustees. Various conflicting policies, excessive accountability requirements. Emotional manifestations: fear, anxiety, anger, frustration. 	<ul style="list-style-type: none"> New service structure: <ol style="list-style-type: none"> removes duplication of effort adheres to the Twelve Concepts <ol style="list-style-type: none"> delegation definition of duties responsibility, accountability trust removal of conflicting, protectionist policies better trusted servant selection process, giving more screening and accountability of trusted servants, and ability to do work
OB	185	C.2	<p>WSO is given service projects by those outside WSO bailiwick Origination of service projects has traditionally been seen as the exclusive domain of the WSC; more recently, the WSB has been factored into that equation. The WSO board has reacted to outside demands, but only rarely has it taken a proactive stance.</p>	<ul style="list-style-type: none"> WSO board should spend time studying the needs of the fellowship in a proactive but not dictatorial way.
OB	186	C.2	<p>Systemic weakness Planning and resource allocation are open to instant redirection by a <i>deus ex machina</i> called WSC. Staff and trusted servant time is also used up channeling information between and responding to a plethora of boards and committees.</p>	<ul style="list-style-type: none"> Not a single board. As a unity it could never make informed decisions about anything and the real work would devolve to a small clique or oligarchy; as a delegated subunit, it would show exactly the same weaknesses. Two boards. Having devised and agreed upon a common long-term plan: <ol style="list-style-type: none"> One, the "conference side," would develop what was necessary within constraints of staff time and financial budgets. The other, the WSO board side, would manage the shop rigorously. One budget, with WSO operations ring-fenced.
C	187	C.2	<p>Lack of definition and agreement as to the role and mission of individual department, team, and office. Sometimes causes territorialism. Role of special worker varies depending on the position and group they are working with. Differing opinions and resistance. <i>A shift from direct fellowship-related services to serving primarily conference administrative (bureaucratic) needs. Team members did not agree on whether or not this is a problem.</i></p>	<ul style="list-style-type: none"> Clarification of team mission and job description, especially during new employee orientation. Better definition of special worker.
C	188	C.2	<p>Duplication of services. We duplicate some services provided by other teams--providing group starter kits, basic NA information, NA history information, etc. We sometimes keep duplicate files throughout the office, i.e., <i>Conference Reports, Newslines, Conference Digests</i>, etc.</p>	<ul style="list-style-type: none"> A centralized fellowship information file could provide assistance to all teams Have inter-team problem solving discussions
P	189	C.2	<p>Lack of awareness of individual responsibilities between teams, general communications problems</p>	<ul style="list-style-type: none"> Develop and regularly update a short list of every staff member's job duties
P	190	C.2	<p>Lack of adequate group service/fellowship development experience of Loner Group staff.</p>	<ul style="list-style-type: none"> Have Loner Group support reassigned to the Group Services component of the Fellowship Services Team, with the Publishing Team providing editorial assistance for the <i>Meeting by Mail</i>.
P	191	C.2	<p>Permeability of team walls.</p>	<ul style="list-style-type: none"> Assess availability of editorial staff and notify other teams of such availability. Do a team-by-team assessment of form letters. Utilize editorial staff to copy edit/proof all reports leaving the office.

S	192	C.2	Team territoriality. The Shipping Team has established boundaries that have isolated its members from the rest of staff. This isolation has been perpetuated by those on staff who view Shipping as "less than."	<ul style="list-style-type: none"> During the staff's basic NA orientation, a section should be devoted to internal staff interaction and support in accomplishing WSO's overall mission.
F	193	C.2	Assistance to other teams. The team receives requests for assistance that are not fully planned or thought out. Timelines between teams aren't always in sync. Lack of coordination and background information. Priorities, timeframes not mutually established.	<ul style="list-style-type: none"> Establish interteam communications, cooperation protocols. Exchange sufficient information to establish priorities.
F	194	C.2	Front desk relief. Takes away from primary work. Lack of training, orientation. too many different staff provide relief. Staff are in three buildings, so there is no way to know who is where.	<ul style="list-style-type: none"> Hire permanent part-time staff for front desk relief. Install voicemail system. Train those providing receptionist relief. Install paging system.
N	195	C.2	Lack of direction and planning for editorial development of <i>The NA Way Magazine</i> .	<ul style="list-style-type: none"> Offer the problems to the Management Team for discussion. When doing this, outline clearly the problem areas and the direction sought, giving the management solid options for resolution of this problem. (Point out periodical study as source of information.)
C	196	C.2	The full WSO staff does not meet regularly. Team members could often use information from other teams to assist us in our work. Employees receive insufficient information on entire workings of the WSO.	<ul style="list-style-type: none"> Regular staff meetings with regular team leader reports Recommend staff meetings be held every two months on a regular basis
P	197	C.2	Lack of awareness of individual responsibilities between teams, general communications problems	<ul style="list-style-type: none"> Management Team should facilitate monthly all-staff meetings with reports and structured interteam interaction.

c. Origination of service projects

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
INT	198	C.2	Origination of service projects. Committee was divided as to whether or not our ability to originate service projects is a strength or a weakness. It was seen as a weakness, for example, with working on a unified budget plan. The Interim Committee wasn't mandated with this responsibility, directly; for the conference, we were once again faced with the issue of a unified budget. The committees and the conference can give us work, but there's no agreement whether we can give ourselves work.	<ul style="list-style-type: none"> Reconsider scope and purpose of the Interim Committee, applying Concepts Four and Five.
LIT	199	C.2	WSC-LC lacks proactive direction.	<ul style="list-style-type: none"> Add to our guidelines a process for initiating projects by the WSC-LC.

C.3. Structure--decision making

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSC	200	C.3	Decision making at WSC is based on majority rules, rather than consensus Decision making at WSC is often limited to three pro's and three con's, rather than open discussion. In addition, numbers play an important role in the passage or failure of motions. For what is perceived to be an important decision, the question is asked, "How many does it take to pass?"	<ul style="list-style-type: none"> Change the CAR format to issues rather than motions. Change the job description of the RSR to promote a shift toward consensus building.
WSC	201	C.3	There is a decision-making imbalance at WSC due to a disproportionate number of USA RSRs in the voting body. USA voting participants outnumber voting participants from outside the USA, creating an inequality in the decision-making process. As a result, a power and control imbalance exists, promoting a colonial attitude.	<ul style="list-style-type: none"> Encourage the USA regions to consider consolidating. Encourage the WSC to move toward zonal representation.
WSC	202	C.3	Ego. Personalities. Best pitch. Lobbying. Turf wars. Own personal agenda. Parliamentary procedure. Mic nogs.	<ul style="list-style-type: none"> Practice Twelve Traditions and Twelve Concepts. Act globally. Become more issue-oriented. Committee system may not be effective. Support each other. Honesty.

WSC	203	C.3	Majority rule. WSC seems to send message that voting is how to do it. Majority rules is not inclusive of the concept of spirituality by its very essence. Voting should be unnecessary.	<ul style="list-style-type: none"> • Build consensus, possibly from base of issue-discussion format. • Representatives work toward common solution. • Listening.
WSC	204	C.3	Business sessions, politics, "motion madness." Politics divert motions. North American. "Motion madness" with "taking care of business" mindset; CAR reinforces. Too much time spent on procedural debates.	<ul style="list-style-type: none"> • Issues. • More small groups, panels. • More quarterlies. • Discussion of principles. • Experienced trusted servants.
WSC	205	C.3	Decision making: money (funds based on projection); time constraints of the conference year; motions. Voting not reflective. Shortness of conference year detrimental. Motion makers influence with personality, salesmanship. Decisions needed too quickly—short timeline.	<ul style="list-style-type: none"> • Respect recommendations of leaders. • Small-group discussions before business. • No voting. • Zonal discussions.

C.4.5. WSC policies, standards, methods, procedures, process, accountability

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSC	206	C.5	The current structure of the WSC promotes "motion madness." The person identifying this problem writes, "I think we all know what 'motion madness' is!"	<ul style="list-style-type: none"> • Create a two-part CAR, one for discussion items, the other for non-amendable motions. • Eliminate the new business session at the WSC annual meeting, and vote only on those motions presented in the CAR after one year of fellowship discussion.
WSC	207	C.5	The current CAR format promotes disunity. The motion-oriented CAR format fosters a sense of belonging for some individuals, but for others it creates disunity.	<ul style="list-style-type: none"> • Create an issue-oriented CAR, which would result in increased participation and turn the WSC into an information-gathering and issue-resolution forum.
WSC	208	C.5	WSC business methods exclude non-English-speaking participants. Business sessions move too quickly. Not all concepts are easy to translate. The style of the CAR is difficult to understand. The CAR is too big.	<ul style="list-style-type: none"> • No solution offered.
WSC	209	C.5	The orientation for conference participants is inadequate. The current WSC orientation lacks depth. This promotes mistrust, fear, and insecurity among participants, particularly those unfamiliar with the conference process.	<ul style="list-style-type: none"> • Create a friendly orientation, with a focus on social interaction. • Hold a recovery meeting.
WSC	210	C.5	The WSC agenda lacks organization. Motions are not prioritized. Unnecessary motions are presented. Both leave little time for discussion.	<ul style="list-style-type: none"> • Have all motions non-amendable. • Have all new motions presented out for one year of discussion.
WSC	211	C.5	Lack of time at WSC for informal discussions.	<ul style="list-style-type: none"> • Set aside specific time for informal discussion at WSC.
WSC	212	C.5	WSC business sessions difficult to comprehend. WSC gets caught up in parliamentary procedure. WSC business sessions are difficult for both English- and non-English-speaking participants to follow.	<ul style="list-style-type: none"> • No solution offered.
WSC	213	C.5	Personal, regional, and committee agenda, both stated and unstated. Struggle and competition. Regional "wants." Micromanagement. Lack of disclosure (withholding information).	<ul style="list-style-type: none"> • Apply Twelve Concepts, especially Two and Three. • Move away from regional agenda. • Establish single board. • Discuss issues. • Establish priorities and clear definitions.
WSC	214	C.5	Length of WSC sessions. Inhuman working conditions—9-12 hour work days, no breaks, etc.—create stress and animosity.	<ul style="list-style-type: none"> • Long-term planning. • Establish priorities.
WSC	215	C.5	Parliamentary procedures, rules of order. Marxist democracy forcing right or wrong. Micromanagement from conference floor. Mic hogs. Those who know Roberts' Rules can force agenda, motions.	<ul style="list-style-type: none"> • Create issue-CAR during conference. • Limit times a persona can go to the mic. • Establish clear purpose for WSC. • Delegate responsibility and grant authority.

C.4.5. Board and committee policies, standards, methods, procedures, process, accountability

a. Meeting policy

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	216	C.4	<p>Frequency, size, location of WSB meetings</p> <p>This is the third or fourth year that we have not had four meetings, as called for in the TWGSS. With trustees serving five-year terms, this increases the distinction between the experience and orientation of older and newer members.</p> <p>The year before the inventory began, WSB meetings were attended by from thirty to fifty people. Although the WSB committee meetings benefited, full board meetings were difficult to conduct; we actually lost our sense of the board as a board.</p> <p>The WSB has found it beneficial to move its February meeting to interact with different NA communities. This is the meeting that gets canceled. When we have tried to move outside North America, we were refused even though we budgeted the same cost because of appearances of a world service junket.</p>	<ul style="list-style-type: none"> The WSB should be given the latitude to move one meeting a year. World services should give the WSB more trust in this matter. The WSB should find better use for its agenda time, perhaps scheduling time for the board to meet while non-board-members are doing something else.
OUT	217	C.5	<p>The infrequency and small number of committee meetings directly affects the capability of the committee to adequately perform its assigned tasks. Meeting only at the WSC, and possibly at one quarterly, does not provide adequate time to develop and process input required to complete our work assignments.</p>	<ul style="list-style-type: none"> Additional committee meetings, held separate from other events, to focus on project work.
POL	218	C.5	<p>There are not enough meetings during the year. Policy committee has insufficient access to resources to give adequate attention to projects. The assigned work needs more attention than one meeting a year, and this meeting must also include future planning.</p>	<ul style="list-style-type: none"> World services should appropriate resources sufficient to accomplish directed tasks in specified timeline. Policy should develop reasonable expectations in accordance with time and resource allotment.

b. Guidelines

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WCC	219	C.4,5	<p>Lack of clear, complete, written WCC guidelines and/or operating procedures</p> <p>Current WCC guidelines are obsolete. The lack of good guidelines has impacted WCC in many ways:</p> <ul style="list-style-type: none"> Definition of relationship of WCC to host committee Program Committee guidelines instructing how to increase worldwide participation Improve the efficiency of the inner workings of the WCC board Communication to areas and regions to provide services Miscommunication and duplication of effort between WCC and host committee Definition of operating parameters and roles of WCC chair, Executive Committee, and special workers assigned to WCC Communication between WCC and other world service boards and committees Communications within WCC board Development of a new handbook and steps taken to evaluate its usability or appropriateness for the worldwide fellowship, and as a reference or instruction tool for new WCC board members 	<ul style="list-style-type: none"> WCC has already created a guidelines work group, but the board needs its three presently scheduled meetings each year just for convention operations. WCC needs more meeting time if it is to complete the new guidelines.
POL	220	C.5	<p>Policy committee has sketchy documented internal guidelines and no documented planning process. Members are not held accountable for participation. There are no internal guidelines.</p>	<ul style="list-style-type: none"> Document guidelines which accurately reflect how Policy operates. Develop and document planning procedure in accordance with operational guidelines.

LIT	221	C.5	WSC-LC guidelines.	<ul style="list-style-type: none"> Guideline revision, including delineation of responsibilities and accountability.
OB	222	C.4	Lack of adherence to Twelve Concepts. The fellowship approved them—we need to live by them or try to have them rescinded, but not just ignore them.	

c. Evaluation of own work

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	223	C.5	Lack project evaluation process Since we don't do much long-range planning, it is natural that project evaluation—both in-progress and after completion—is lacking.	<ul style="list-style-type: none"> Include an outcome study in every project plan, designed to identify what worked and what didn't to aid in future project development. Provide for in-process project review, both within the administering board or committee and from the fellowship.
ADM	224	C.5	Lack of annual review of own work.	<ul style="list-style-type: none"> Annual review session.
POL	225	C.5	Policy committee has no annual work review or set standards for committee effectiveness. The absence of an annual work review and set standards impairs the committee's ability to assess work quality and the work in relation to long-term planning.	<ul style="list-style-type: none"> Review work annually; develop ongoing self-evaluations.
PI	226	C.5	Lack of annual review with a set of standards to evaluate effectiveness and productivity. At the end of the year we never review where we've been and where we're going. We have no standards, and thus cannot determine if we've met them.	<ul style="list-style-type: none"> At our next planning meeting, we should set goals and objectives for the next three years and at the end of each conference year review the year to see if we were able to meet them. Develop a set of standards to measure our effectiveness and place them in the long-range plan and evaluate our effectiveness on an annual basis. Have each committee member do a self-evaluation form that will be discussed by the committee. Ask ourselves, "Does what we are doing further our primary purpose?" Ask the fellowship if we are doing okay. Include annual review of PI products in our long-range PR plan. Annual review by the committee chair of the work group leaders. Leadership polls each working group member. Discuss the annual review in the committee as a whole. The review process should be proactive, organized, and continual. Our annual review should be discussed in the <i>PI News</i>.
OB	227	C.5	Inadequate time for annual review of work The only review of work that takes place now is budget-related. Nothing to measure production and performance against to detect cyclical problems before we are in the middle of them.	<ul style="list-style-type: none"> Business plan.
OB	228	C.5	Review of work We should be inventorying ourselves regularly, and not just to provide a report. We provide an in-depth report to the fellowship, but we don't review our work as to whether it is adequate or effective. This is directly related to time. We barely have time to report what's done. A major problem impacting the WSO board's work is the WSC—if Interim or the WSC decide, they can totally change projects in progress.	<ul style="list-style-type: none"> Ongoing review by WSO board of its work. This does not need to be in-depth or involved to be helpful.
OB	229	C.5	Evaluation of services in general Do we truly evaluate how effective we are in carrying the message? Are our services directed by personal agendas? Also note that we do not utilize questionnaires or other input from people from outside our fellowship.	<ul style="list-style-type: none"> Evaluate the impact of what we do to try and carry the message. <i>Individual reports from trusted servants about trips don't count.</i>

WCC	230	C.5	<p>WCC does not have policies or procedures to evaluate itself</p> <p>WCC does not have any set standards for evaluating its effectiveness. Annually, WCC has three board meetings to accomplish the work associated with planning three conventions. There never seems to be enough time to review the positives and negatives of the most recently completed convention. Finish one, start the next. We sometimes do not complete our stated agenda due to time constraints and workloads. Working group assignments are sometimes not reviewed for their completeness.</p>	<p>Develop an evaluation tool, perhaps even a self-evaluation to be completed by each individual board member.</p> <p>WCC, with the help of WSO staff, is starting the process of reviewing registration and merchandise history trends. Expanded to include other areas of WCNA, this could be a valuable planning tool.</p>
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d. Working processes

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	231	C.5	<p>The WSB's ability to process input is impaired</p> <p>When a WSC committee works on a project and sends material to the WSB for full board review, the response is diluted, not pointed so as to make any real difference to the project being reviewed. The fact that the board cannot take a position on anything with less than a two-thirds majority is problematic; nothing controversial or thought-provoking can usually pass the test. Additionally, the board's decision-making atmosphere is not open to staff participation because of accusations and other difficulties from WSB members; this limits staff interaction with the full board when input is being evaluated.</p>	<ul style="list-style-type: none"> Principles before personalities. Focus on the message, not the messenger. More honesty, less politics. More discussion, fewer potshots. Whatever the ultimate conclusion of a discussion, the pros and cons of the discussion should be reported to contribute to broader fellowship discussion.
WSB	232	C.5	<p>Poor time, agenda management</p> <p>We poorly prioritize our agenda, which results in spending a lot of time on some unimportant items and then not getting to some others of real importance. We do not start meetings on time, and we allow members who are not prepared for the meeting to negatively impact the agenda.</p>	<ul style="list-style-type: none"> More trust by the WSB in the WSB Steering Committee to establish the agenda. WSB members should take greater personal responsibility for the agenda status. WSB meetings must start as scheduled, regardless of whether certain members are late or unprepared.
INT	233	C.5	<p>Utilization of time at face-to-face meetings and on conference calls.</p> <ol style="list-style-type: none"> Agenda "overload" exists because at times there is too much to do in too short a time. Last year more so than this, there was confusion about whether or not an issue needed to be addressed by the Interim Committee or one of the four service entities. Lack of advance personal preparation coupled with lack of advance receipt of material. 	<ul style="list-style-type: none"> Development and adoption of communication protocols.
POL	234	C.5	<p>Policy committee's rushed decision making has resulted in poor decisions and inconsistency.</p> <p>Limited time encourages reactionary rather than proactive decision making, inadequate short- and long-term planning. Outside influences and pressures have unduly impacted decisions.</p>	<ul style="list-style-type: none"> Demonstrate effective leadership by addressing causal issues rather than solely addressing resulting problems. Reduce revisiting previously made decisions; stick with difficult decisions. Increase communication and decision making between meetings.
H&I	235	C.5	<p>Orderliness of business meetings.</p> <p>At times, committee meetings are disruptive, disorganized, and redundant. They don't begin or end on time, are unbusinesslike, and personalities are allowed to enter into things. The responsibility for this problem falls onto the shoulders of committee membership as well as leadership.</p>	<ul style="list-style-type: none"> All members of the committee need to practice self-discipline and maintain their sense of unity of purpose. Proper preparation for meetings. Adherence to rules of order, by members as well as leadership. Eliminate repetition. Follow agenda. Review and rewrite, if necessary, committee rules of order.
H&I	236	C.5	<p>Committee structure poorly managed.</p> <p>Disorganization, poor preparation, delegation, clarity of roles and responsibilities, orientation, conflict resolution, participation, lack of focused leadership, project planning, basis for selection and removal, orderliness of process, utilization of time and talent, written responsibilities.</p>	<ul style="list-style-type: none"> Better organization. Written procedures. Member orientation, training. Better utilization of time and talent. Better and more frequent communication.

PI	237	C.5	Lack of consistent decision-making process within the committee. Sometimes we use our guidelines; sometimes we don't.	<ul style="list-style-type: none"> Encourage the committee to work toward consensus. We may find that we have better compliance with our decisions. Apply the Twelve Traditions and Twelve Concepts.
PI	238	C.5	Poor utilization of time at committee meetings. We all want to have the last word on everything. Too much on the agenda. Short attention spans. Poor preparation.	<ul style="list-style-type: none"> Schedule work groups as the priority and schedule more work activities at the WSC. Better scheduling of our meetings. Prepare better. Increase to four meetings per year. Let go of the last word.
TRN	239	C.5	Decision-making, conflict-resolution processes don't work well between meetings, which are few and far between. Communication is difficult between meetings because WSTC members are scattered across the globe. Calls and meetings are few, and we do not have a formal communication process. We need to improve our decision-making, conflict-resolution, and delegation processes.	<ul style="list-style-type: none"> Schedule calls and meetings more efficiently. Plan better, develop better procedures to maximize the meetings and calls the committee has. Use small groups as liaisons to specific local translation committees and language groups between meetings.
TRN	240	C.5	Evaluation of translated material for conceptual fidelity. Lack of consistent assurance within committee that the actual translations are faithful to NA philosophy. This is one of the committee's primary purposes.	<ul style="list-style-type: none"> Change the translations evaluation process--formalize it and develop standards. WSO and WSC should give greater latitude in allocating resources necessary to evaluate translations. We need further discussion about the "line" of conceptual fidelity.
OB	241	C.5	Ineffective decision making caused by lack of time to prepare information necessary for sound decisions. Directly linked to lack of planning.	<ul style="list-style-type: none"> Effective planning
WCC	242	C.5	Planning and receiving information pertaining to decisions One cannot make major decisions based on sketchy recollections of incomplete information.	<ul style="list-style-type: none"> All WCC board members should receive a rough draft of what was discussed, what decisions were made, and what items await board action at the next scheduled meeting. Need to improve WCC's decision-making ability with: <ol style="list-style-type: none"> 1. Planning tools 2. Budget information 3. Better database 4. Recording, distribution of executive committee decisions

e. Grievances, interpersonal relationships, conflict resolution, trust

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
INT	243	C.5	Trust. The person identifying this problem said, "Seriously, I believe spiritual principles are not a priority on all world services agendas."	<ul style="list-style-type: none"> Application of the Twelve Steps, Twelve Traditions, and Twelve Concepts.
ADM	244	C.5	Trust, confidence. Trust or the lack of trust is seldom discussed in the open, but only in side conversations, large amount of denial that this is an issue.	<ul style="list-style-type: none"> Walk through fear of confrontation until these type issues can be dealt with openly.

PI	245	C.5	Lack of trust within WSC PI. Personalities and egos get in the way. Everyone wants to give input and have the last word on everything; "separation anxiety." Some members of the committee do not follow through with their commitments.	<ul style="list-style-type: none"> • More communications among committee members on projects and on social levels. • Being more honest with our feelings and our thoughts during business meetings. (Don't say it in the hallway—say it in the business meeting.) • Reach consensus and learn to let go of what is not yours by working together and being willing to compromise. • Follow through with all of our commitments inside and outside of our committee. • Less fear, more faith—and the ability to focus on the big picture. • We need to keep the communication open and be creative in developing solutions, not just dwelling on the problems and feeling like victims. • Do some team-building exercises with an outside facilitator—but it's got to be fun. • Exchange projects within the committee, switching project leaders and not letting one individual become the project. • Keep it simple. • Honor our commitments. • If we geographically did events together, we would get more information about each other and develop more trust and skills for better flow.
PI	246	C.5	Poor conflict resolution within the PI committee. We don't meet often enough. When we meet we have trouble resolving our internal conflicts. The problems are hidden.	<ul style="list-style-type: none"> • Develop a process for conflict resolutions. • Meet more often. • Open communication, keep everyone informed, face the issues and commit to resolving them, compromise, be more considerate, invite all parties to be involved in the resolution process, practice both unconditional love and spiritual principles.
LIT	247	C.5	Problem within WSC-LC, impaired ability to express diverse opinions and resolve conflict	<ul style="list-style-type: none"> • Committee should have more communication, including more meetings and calls. • Leadership should encourage free expression of opinions.

C.4.5. WSO staff policies, standards, methods, procedures, process, accountability

a. Meeting policy

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
C	248	C.5	Our team does not meet regularly. We lose the feeling of "being a team" when we do not meet regularly.	<ul style="list-style-type: none"> • Set a time that team meetings will be held each week, regardless of who is not at work that day • Have team members agree that team meetings are made a priority over other appointments
P	249	C.5	Lack of sufficient time in team meetings to discuss issues.	<ul style="list-style-type: none"> • Have weekly team meetings, regardless of whether all members are available or not. Assign a member to provide update to those members who may not be present. • Have a monthly special meeting focusing on a specific topic.

b. Evaluation of own work

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
F	250	C.5	Measuring team effectiveness. Lack of standards, measurements.	<ul style="list-style-type: none"> • Further develop job descriptions.
M	251	C.5	Lack of adequate systems to evaluate team's effectiveness. When asked in the team resources section about the cost-effectiveness of our team and the team's effectiveness in carrying out the defined policies, we responded that we either don't have systems or policies in place or in most cases where we do have them, they were developed some time ago and are outdated and not really followed.	<ul style="list-style-type: none"> • Review existing policies and propose revisions that would make them more useful to our operations. • Set aside time to identify systems for which protocols or processes need to be developed and recorded. Analyze such systems and develop simple protocols/processes.

P	252	C.5	No benchmarks to measure team progress against.	<ul style="list-style-type: none"> Publishing Team should set time aside to have a special meeting to discuss. Management Team should take initiative regarding team development; have consultants evaluate progress.
F	253	C.5	Measuring team effectiveness. Lack of standards, measurements.	<ul style="list-style-type: none"> Develop team procedure manuals.

c. Grievances, interpersonal relationships, conflict resolution, trust

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
C	254	C.4,5	Inadequate personnel services to meet needs of staff. Access to personnel records is limited/difficult. No centralized resource for benefits administration. No personnel manager as a resource to help employees understand policies and practices. <i>Creating a personnel manager would improve professional atmosphere and provide an employee advocate.</i>	<ul style="list-style-type: none"> Create a position for a personnel manager Create an employee handbook
F	255	C.5	Team meetings. Not everyone participates.	<ul style="list-style-type: none"> Initiate team-building activities to reduce team anxiety. Foster sense of equality among team members Promote more discussion that isn't directly team-related Off-site meetings for team-building purposes

d. Working processes

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
N	256	C.4,5	Lack of adequate communication about the <i>NA Way</i> budget; lack of sufficient information about budgetary matters and magazine's current financial status.	<ul style="list-style-type: none"> Members of Publishing Team should develop and justify <i>The NA Way's</i> budget to Management Team. Publishing Team leader should be given orientation about WSO's budgetary processes and how to track budget, and then report regularly to team.
N	257	C.4,5	The <i>NA Way Magazine</i> Review Panel is misdirected and inefficient.	<ul style="list-style-type: none"> Review guidelines for review panel, revise their purpose and function and develop a proposal to conference about revised panel, or eliminate it altogether
P	258	C.5	Planning. Lack of adequate planning and preparation by management team about WSO annual report.	<ul style="list-style-type: none"> Work on the WSO annual report should begin immediately after the completion of the previous one and should be a year-round activity.
P	259	C.5	Copyright management--inadequate follow up on permissions granted.	<ul style="list-style-type: none"> Give assignment to one staff member, develop protocol for following up on permissions granted.
P	260	C.5	Lack of sufficient planning about graphic design of material being developed.	<ul style="list-style-type: none"> Reconfigure design team to include people who have a responsibility for design and production, and include design discussions in planning stage for material to be developed.
N	261	C.5	Uncorrected errors in "Comin' Up" data entry.	<ul style="list-style-type: none"> Once changes are made within the publication environment, a hardcopy of such changes should be forwarded to staff member responsible for data entry.
F	262	C.5	File maintenance (computer and paper). Inconsistent system throughout.	<ul style="list-style-type: none"> Develop consistent file coding system throughout office. Computer and paper files should match whenever possible.
P	263	C.5	Duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination for <i>Conference Report</i> , <i>Conference Digest</i> and <i>Newsline</i> .	<ul style="list-style-type: none"> Review process used to accomplish this responsibility. Place it with one team (preferably the Publishing Team); assign one staff member to oversee process (not necessarily team leader).
P	264	C.5	Insufficient awareness about WSO style guide and standards.	<ul style="list-style-type: none"> Develop an orientation program that would be delivered annually by an editorial staff member to all appropriate staff regarding the standards and their usage.

C	265	C.5	Inefficient computer process for subscription elimination. Time waster. Each quarter, those who receive a <i>Reaching Out</i> subscription must have the issues they received decreased by one in the computer. This is currently done by hand, first printing a list of those who receive <i>Reaching Out</i> , then going through each one to pull up the record and decrease it. It is done manually because the computer program created to do it crashes each time it is run. Those subscribing to the <i>Conference Report</i> must also have the issues reduced in this manner.	<ul style="list-style-type: none"> • Fix the computer program.
N	266	C.5	Quality problems in <i>NA Way's</i> graphic design.	<ul style="list-style-type: none"> • Await Management Team's decisions about the future of the magazine. Then hold a special Publishing Team meeting to plan the implementation of the Management Team's decisions.
C	267	C.5	Accessibility to files and records. All paper and computer files are kept in a non-standardized manner. Staff doesn't know what to save and how to save it. No protocol for what to save and how long to save it.	<ul style="list-style-type: none"> • Professional consultant for office • Objective discussion by team • Willingness to subscribe to a new and standardized system

D. COMMUNICATION

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
OB	268	D, all	Ineffective communications The NA grapevine and hallway meetings 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. We do not consider the purpose of each communiqué or its intended audience. <i>By way of contrast, the new intermediate report format being used by the Interim Committee was highly commended.</i>	<ul style="list-style-type: none"> Review of communications, including audiences, style of writing, media used, outdated responses. Provide recommendations based on findings. Better communication planning to address timeliness and content.
WSB	269	D.2, all	Communications protocol inadequate The WSB guidelines do not reflect current communications practices and procedures. Communications protocol is poorly developed. There are no written communications guidelines at all. This causes difficulty in maintaining consistent, timely communications. Communications themselves sometimes lack sensitivity, are too formal, too "tense." Staff either writes or edits most conference reports, making the content very formal and insensitive.	<ul style="list-style-type: none"> The WSB must write procedures for WSB communications and place them in a central manual of procedures for all board members and staff. Require individuals to prepare their own reports and participate in the outcome of the editing process.
POL	270	D.2	Poor communication has resulted in inadequate information and a lack of integrity in communication. Sanitized reports lacking in substance, coupled with infrequent contact and limited access to information, have damaged committee and conference communications.	<ul style="list-style-type: none"> Develop effective communications with integrity. Open up communication channels by making time to discuss works-in-progress within and between committees. Include committee members on WSC participant mailing list.

D.1. Communication--within the fellowship

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
INT	271	D.1	Communication and its timeliness. <ol style="list-style-type: none"> Correspondence and reports aren't sent out in a timely fashion. Extensive review of communications by committee members before sending out. Timeliness and accurate communication are sore points throughout world services. 	<ul style="list-style-type: none"> Adoption of communications protocol. Development of trust among committee members.
WSC	272	D.1	Lack of communication within and between standing committees. Lack of strong leadership. Bureaucracy is self-perpetuating. Struggle and competition.	<ul style="list-style-type: none"> Application of Twelve Concepts. Single board would reduce duplication. Establish priorities.

D.1.a. Communication within world service boards and committees

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	273	D.1.a	Trust within the WSB Distrust of trustees--both by other trustees and by those outside the board--impairs the board's functions: <ol style="list-style-type: none"> Old history, old tapes that negatively affect the relationships of the board members Issues of control and politics When discussions and decisions only involve some members When individual board members do not uphold the decisions of the full board 	<ul style="list-style-type: none"> WSB members must be aware of excluding other members from privileged information. Ask the fellowship to elect a more diversified membership to the WSB. Portions of the WSB meeting should regularly be devoted to internal conflict resolution. Individual WSB members who differ with a full board decision should be responsible to express their dissenting opinion to the board.
OUT	274	D.1.a	Committee communications with its own working groups are underdeveloped. This despite the fact that internal communications between committee leadership and voting members has improved. The communication failure seems to be from the associate members to the work group leader.	<ul style="list-style-type: none"> Implement our associate member guidelines as amended by committee at WSC'94.

H&I	275	D.1.a	Communication within WSC H&I Committee. Communication between committee leaders and members seems to break down; information is not exchanged. Communication does not always have to be "formal," as in memos, reports, and the like. Informal phone calls from leadership to all members--both voting and pool--would be helpful.	<ul style="list-style-type: none"> • Develop written policies concerning formal communications between committee leaders and members. • Initiate conference calls between committee leaders and committee work-group chairs. • Develop pool-member orientation program.
PI	276	D.1.a	Poor communication within our committee. Poor scheduling of time and a lack of respect for human limits in reference to time. Lack of funding for phone calls if not part of the leadership. We don't meet on a regular basis. When we meet we have a hard time being direct and honest with each other. We have haphazard mailings.	<ul style="list-style-type: none"> • Have dinner together. Have a social event. • Apply spiritual principles to our committee. • Make sure that we individually are serving for the right reasons. • Have a "team" attitude. • Elect qualified individuals who can get the job done. • Bring the hallway discussions into open business meetings. No holding back or backbiting. • Request four meetings per year. • Better reporting by working group leaders to all members, at least quarterly. • Make better use of and have timely periodic mailings. • Make a personal commitment to stay in touch with each other by use of monthly phone calls, letters, etc. • Take, make, find the time to get to know each other. • Use a buddy system pairing old members with new members.
OB	277	D.1.a	Communications within WSO board--poor, between Executive Committee and rest of board; timeliness; no protocol for WSO subcommittee communication No formal communication between Executive Committee and rest of board. Lack of timeliness of agenda development and reporting leads to inefficient utilization of resources.	<ul style="list-style-type: none"> • Prepare brief written summary at end of Executive Committee conference calls, mailed to rest of board. • Input and agenda due dates to allow adequate time to collate information. • Establishment of communication protocol for WSO subcommittees.
OB	278	D.1.a	Communication within WSO board Communication from Executive Committee and other board members only occurs at board meetings. <i>The individual continues: "Personally, I believe the Executive Committee can handle things without full board involvement. Simplicity in communications is the only workable solution, and time is again a factor. Our chair or vice chair can't be expected to handle this also."</i>	<ul style="list-style-type: none"> • Summary of Executive Committee calls would be helpful, but the problem is this would have to be reviewed and approved [which would make it less timely]
OB	279	D.1.a	Overuse of abbreviations Makes it difficult for new members of boards, committees to follow working discussions.	<ul style="list-style-type: none"> • Develop glossary for inclusion in orientation packet.
WCC	280	D.1.a	Need to improve communication within WCC board and between board and staff. Not all WCC board members are kept informed of decisions made by the WCC Executive Committee or the progress/status of any WCC working groups outside our normally scheduled meetings.	<ul style="list-style-type: none"> • A brief monthly report sent to all WCC board members pertaining to any and all information talked about or decided upon either by the executive committee or by any of the working groups.

D.1.a. Communication within WSO staff

B/C	SN	SCOPE	PROBLEM, DESCRIPTION	SOLUTIONS
M	281	D.1.a	Inconsistent communication to other teams. The majority of communication comes from the team members.	<ul style="list-style-type: none"> • More frequent full staff meetings.
A	282	D.1.a	Inadequate communication. Communication within the team is selective. Communication between our team and other teams is also inadequate.	<ul style="list-style-type: none"> • Improved, more frequent team meetings--at least once a week. • More written communication within the team, especially between team meetings. • Interteam communication may be improved by increasing written communication and relying less on verbal communication.

S	283	D.1.a	Isolation from normal WSO service interaction. The misconception others at the WSO have that we are somewhat different because of the nature of the work we do; that the Shipping Team is not concerned with issues that affect the fellowship as a whole.	<ul style="list-style-type: none"> An ongoing orientation module will assist all staff in understanding how we interact.
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D.1.b. Communication between world service entities

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	284	D.1.b	Poor communication between WSB and other world service entities	<ul style="list-style-type: none"> Develop better ways of sharing information between boards and committees. Less jumping to negative conclusion about what another body is doing when we are not involved and don't have good information on what is actually going on. The <i>Conference Report</i> is long and involved, and is not what is typically needed between boards and committees. More face-to-face interaction between boards and committees.
WSB	285	D.1.b	Intra-world service communications lack openness and frankness, are territorial 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 crucial information.	<ul style="list-style-type: none"> Encourage open dialogue between the boards and committees to develop open, frank relationships. Develop a service structure that replaces territorial lines with project planning that promotes the use of all available world service resources for the completion of any given project.
OUT	286	D.1.b	Inadequate communication between boards and committees within same level of service. Lack of communication between world committees and boards leads to misperceptions, accusations of overlap when there is none, and competition for scarce resources.	<ul style="list-style-type: none"> Have some kind of regular non-motion, non-decision-making world leadership meetings for the purpose of intercommittee and board communication. Outreach ad hoc committee quarterly report to other world service boards and committees and registered local outreach subcommittees.
H&I	287	D.1.b	Communication with other WSC boards and committees. Lack of awareness of what other boards and committees are doing results in duplication of services (for example the H&I survey).	<ul style="list-style-type: none"> Network with other WSC boards and committees. Adopt an attitude of openness with respect to other boards and committees. Have regularly scheduled leadership meetings between chairs and vice chairs of all WSC committees and boards.
PI	288	D.1.b	Poor communications with other elements of world services. No direct lines of communication. Communication forms vary with the situation (letter, phone, fax, etc.).	<ul style="list-style-type: none"> Cooperate with other boards and committees about their decisions that affect us. Proactive communication with other boards and committees and lead by example.
LIT	289	D.1.b	WSC-LC perceives communication problem among all elements of WSC board and committee system	<ul style="list-style-type: none"> Improve working relationship within the WSC so as to get a better perspective on fellowship needs. Apply Twelve Concepts, especially Four, Five, and Nine.
OB	290	D.1.b	Communication between WSO board and other boards and committees in world service—autocratic; communicating after, rather than before, decisions are made or actions taken; communication channels too formal Medium over message.	<ul style="list-style-type: none"> Allow trusted servants to communicate as individuals instead of as boards. Deformalize communications (for example, the Interim report). Have friendly reports. Consider message first, then choose appropriate medium. Single board.
OB	291	D.1.b	General communications Communication within world services is poor; too many boards and committees.	<ul style="list-style-type: none"> Unified board; simplified structure.
POL	292	D.1.b, c	Fear of perception of our committee and our work. Policy has, at times, failed to present itself in a way that could be perceived by others as positive or politically correct.	<ul style="list-style-type: none"> Increase committee resolve; demonstrate effective leadership.
WCC	293	D.1.b	Lack of communication between WCC and other world service boards and committees	<ul style="list-style-type: none"> Creation of a single board—consolidation, planning, discussion for all world services.

D.1.b. Communication between WSO staff and related boards and committees

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
C	294	D.1.b	Special projects get more focused attention than ongoing responsibilities. Example: the video script approval process received board review and input, yet the review of the <i>Guide to Phoneline Service</i> never happened until it reached the <i>Conference Agenda Report</i> .	<ul style="list-style-type: none"> There should be some group, probably of trusted servants, we can look to as a resource for all projects—even those that are not deemed crucially important. Some projects need guidance, not just conference floor criticism.
C	295	D.1.b	Reliance on board and committee leadership to submit reports and approve edits in a timely and efficient manner. Sometimes communication is held up waiting for (and then fixing) reports and briefs written by trusted servants.	<ul style="list-style-type: none"> Maybe board, committee reports could be written by staff under the guidance of the leadership. Have them approved by leadership after staff has written them.
C	296	D.1.b	We don't have perspective on decisions being made by conference and office leadership. Example: WSO inventory was supposed to be the most important project being completed in world services. Yet, during the inventory small group presentations, there wasn't one trustee and only one WSO board member involved. In addition, team self-assessments haven't been given due priority by staff.	<ul style="list-style-type: none"> When something is noted as being very important, all of us should be required to postpone our other activities, or plan them outside of the time devoted to high priority activity.
N	297	D.1.b	Lack of direction and planning for editorial development of <i>The NA Way Magazine</i> .	<ul style="list-style-type: none"> Discuss problems with magazine's editorial board over a number of conference calls.
F	298	D.1.b	Support of the WSC. Tendency to overextend limits at WSC functions.	<ul style="list-style-type: none"> Establish limits and stick to them. Make our responsibilities, procedures, and schedules clear to the trusted servants with whom we work.
C	299	D.1.b	Fear of giving out information. Decisions change or haven't been made in a timely manner. Communication of decision is not efficient. Decisions get revisited due to changing circumstances. Examples: Interim approval, announcement, and reconsideration with a new decision without adequate communication (non-NA event).	<ul style="list-style-type: none"> Trusted servants and team members following the communication protocol Letting go of need to have answers

D.1.c. Communication between world services and the fellowship

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	300	D.1.c	WSB lacks resources to accomplish its goals The fellowship-at-large is unaware of the scope and nature of WSB functions--and what the fellowship is not aware of, the fellowship does not support.	
WSB	301	D.1.c	Inability to identify and address internal fellowship problems Most WSB time used for conference-assigned, project-oriented tasks. WSC remains task-specific rather than addressing issues. World services serves the service structure, not the fellowship. We spend so much time focusing on what the service structure should be that we never consider what the service structure should accomplish.	<ul style="list-style-type: none"> WSB should schedule workshops or attend conventions in different locations to facilitate regular, direct interaction with the fellowship-at-large. We need to become focused on fellowship needs and have the fellowship itself identify the most relevant issues at the time. We then need to be responsive to those needs. We need to provide tools for discussion to help local NA communities solve their own problems and arrive at their own conclusions to fellowship questions.

WSB	302	D.1.c	<p>The fellowship lacks sufficient information about development activities to assess their value. The WSB does not effectively communicate to the fellowship-at-large about the nature, significance, and benefits of certain development efforts; consequently, the fellowship in general looks askance at expenditures of time and money on those efforts. Such efforts include support for developing NA communities around the world, participation in non-NA professional events, and attendance at local service workshops and forums. These services directly affect the growth of NA worldwide, yet international travel and non-NA-event participation get high negatives among the fellowship-at-large. When those who do not understand the significance of these efforts grill us about expenditures related to them, we often take a defensive rather than educative stance in response. If we cannot convey to the fellowship an understanding of development efforts, their value, and the ongoing responsibility world services has to maintain them, we will find ourselves time after time putting out fires and engaging in crisis management.</p>	<ul style="list-style-type: none"> • Develop a consistent communications/education program to explain to the fellowship-at-large the nature, value, and cost of fellowship development activities. • Publish trip reports and accounts of non-NA professional events in periodicals that reach ASCs and groups. • World services needs to find better ways to communicate directly with the NA groups.
WSB	303	D.1.c	<p>World service communications with the groups are not assured by present procedures. The world service system lacks a mechanism to ensure communication reaches the groups, resulting in a breakdown of information integrity. Most world service communication gets to the RSCs; some gets to the ASCs; information carried to the groups is often third-hand. The effects of this are felt most when it is time to review the CAR and the groups have limited background information on the issues presented for their consideration.</p>	<ul style="list-style-type: none"> • Enhance fellowshipwide communication. Timeliness, translations, and what is communicated to whom all need to be examined. • Encourage increased use of regional assemblies, where GSRs interact directly with their region's representatives to world services.
WSC	303.1	D.1.c	<p>CAR arrives too late to be used. The CAR arrives at many worldwide destinations too late for NA communities to fully discuss its contents and instruct their conference representative.</p>	<ul style="list-style-type: none"> • Find and use appropriate shipping/transmission methods to ensure timely delivery of the CAR to all NA communities and all conference participants worldwide.
OUT	304	D.1.c	<p>There is a lack of accurate information communicated within the fellowship about outreach.</p>	<ul style="list-style-type: none"> • Complete the <i>Outreach Handbook</i> and guide the development of outreach efforts within our fellowship.
H&I	305	D.1.c	<p>Lack of interaction with fellowship. Shift of focus from WSC H&I participation at local fellowship H&I events to other projects. WSC H&I is not available as a resource to ASC and RSC H&I subcommittees. Money doesn't seem to be the biggest problem here—WSC H&I members would attend local events if they knew about them ahead of time and if areas and regions would offer to help offset expenses.</p>	<ul style="list-style-type: none"> • Fund participation of WSC H&I members in local H&I events. • Maintain calendar of local H&I events so as to plan WSC H&I participation more consistently. • Educate ASC and RSC H&Is that WSC H&I members are available—maybe they could help with funding.
H&I	306	D.1.c	<p>Communication with the fellowship. Some areas and regions are not aware of who we are and what we do or what we can provide.</p>	<ul style="list-style-type: none"> • Better utilize existing communications tools (<i>Conference Report</i> and <i>Digest</i>, <i>Reaching Out</i>, etc.). • Increase direct communications with area and regional H&I subcommittees.
PI	307	D.1.c	<p>There is no master plan for increased participation in local PI learning days. We are not proactive in reaching out to attend local learning days.</p>	<ul style="list-style-type: none"> • Put notices in the <i>Conference Report</i> and <i>Digest</i> and in <i>PI News</i> that WSC PI members are available as resources for local PI learning events.
PI	308	D.1.c	<p>WSC PI has limited communication and interaction with local levels of service. There is limited funding for attendance at local events. Many NA members do not understand PI and do not support the PI committee.</p>	<ul style="list-style-type: none"> • Use of continental resource groups could be a great help and provide a big savings to NA. • We could provide our own funding to attend events in our region locally or close to us geographically. • Further define the role of public relations to public information and communicate that effectively to the fellowship. • Develop a budget line item for attendance at local PI learning events. • Communicate with the regions that it is their responsibility to request PI attendance at local PI learning events.

PI	309	D.1.c	Poor communication between committee and the fellowship. <i>PI News</i> goes out on an irregular basis. The number of regions in the fellowship is unwieldy. Behavior and lack of language limits worldwide appeal.	<ul style="list-style-type: none"> Regular production of the <i>PI News</i> with an international focus. Translate the <i>PI News</i>. Increase input to the <i>Conference Report and Digest</i>. Develop new ways to communicate.
LIT	310	D.1.c	WSC-LC perceives communication problem within literature structure (that is, among WSC-LC, regional lit subcommittees, and area lit subcommittees)	<ul style="list-style-type: none"> Include protocol for three regular summary reports in rewritten guidelines.
TRN	311	D.1.c	Communications breakdowns, untimely communications--within WSTC, and between WSTC and local translation committees. We don't have enough staff to handle the volume of communications effectively. Our procedures about what to do with communications don't work very well.	<ul style="list-style-type: none"> Increase staff assigned to WSTC. Develop procedures for handling WSTC communications, within the committee, and between the WSTC and local translation committees.
OB	312	D.1.c	Communication with the fellowship--cultural insensitivity; lack of awareness of and responsiveness to needs of fellowship; inadequate and inappropriate communication channels Perpetuates an elitist image of world services. Autocratic thinking arises from structure of the beast. We communicate indirectly rather than directly with the fellowship.	<ul style="list-style-type: none"> Enhanced telecommunications systems. Train, orient trusted servants to cultural diversity. Increase face-to-face contact with fellowship worldwide.
OB	313	D.1.c	Communication with fellowship Written communication is often high-handed and antagonistic, exacerbating the very problem it seeks to contain.	<ul style="list-style-type: none"> Focus on understanding our customers and getting a harmonious result rather than showing them who's boss. Personal contact and honest acknowledgment of our own weaknesses seem to work wonders. Some people out there actually believe in goodwill.
F	314	D.1.c	Rampant database inaccuracies. Insufficient data, infrequent updates from fellowship.	<ul style="list-style-type: none"> Honestly, directly confront fellowship with need for current, correct information. Educate the fellowship.
F	315	D.1.c	Correspondence not turned around quickly enough. Long orientation process. Frequent rewrites, review by one or more staff members.	<ul style="list-style-type: none"> Use acknowledgment letters for immediate response. Train staff in letter-writing skills. Train staff in service structure, processes. Hire additional staff.
F	316	D.1.c	Phone calls. Inconsistent responses. Lack of coherent procedure or policy for standard responses. Inadequate screening, inappropriate routing at front desk.	<ul style="list-style-type: none"> Voice mail. Front desk phone training. Procedure manual for standard responses to telephone queries. "In and out" systems.

D.2. Communication channels: *translations, translatability of service materials*

B/C	SN	SCOPE	PROBLEM/DESCRIPTION	SOLUTIONS
TRN	317	D.2	Translations of service materials is not adequately covered in our policy. The translation policy in TWGSS does not adequately address what the process is in regard to service materials. We have not prioritized the translation of service materials, due to lack of resources. There is no current provision for the production of translated service materials by the WSO other than on an informal basis.	<ul style="list-style-type: none"> Clarify what falls under the FIPT category of service materials. <i>Need direction from WSO board.</i> Amend translation policy re. service materials, and communicate to local translation committees that the amendment has taken place.
POL	318	D.2	There are no steps taken to ensure Policy material is translatable or translated. Members of fellowship in different parts of the world have unequal access to Policy work, and thus unequal ability to impact its direction.	<ul style="list-style-type: none"> Increase translations and availability of translated material to membership.
PI	319	D.2	Lack of a process to ensure translatability and adaptability of PI service materials. When we create PI service materials, we are never sure if it can be used by NA communities everywhere around the world.	<ul style="list-style-type: none"> Begin a dialogue with Translation to gather information about the needs of NA communities around the world.
LIT	320	D.2	WSC-LC has problem communicating with portion of fellowship that cannot speak English	<ul style="list-style-type: none"> Literature outreach Encourage interrelatedness of Translations and Literature.

TRN	321	D.2	Translations of other world service communications and periodicals. There is a lack of clarity and definition about what gets translated by world services and by whom, in which languages, when, and where.	<ul style="list-style-type: none"> Identify what communications and periodicals get translated by whom into what languages, when, and where. Provide the resources necessary to accomplish such translations.
OUT	322	D.2.a	Translations need to be a consideration and followed through in all our endeavors. Many people around the world do not understand English. The basic PI and H&I guides are good first approaches to this problem.	<ul style="list-style-type: none"> Produce simplified service materials that can be easily translated.
WSC	323	D.2.a	English-language CAR can't be used in many places. The CAR is not translated. Communities that are not English-speaking are unable to participate in discussion of motions listed and issues raised in the CAR.	<ul style="list-style-type: none"> Translate the CAR into the other languages most widely used by NA communities.

D.2.b. Communication channels--periodicals

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
PI	324	D.2.b	Inconsistent production schedule for PI publications. Namely, <i>PI News</i> and <i>NA Update</i> .	<ul style="list-style-type: none"> Clearly define a production schedule and stick to it. Aggressively solicit contributions for publication in <i>PI News</i> and <i>NA Update</i>.
PI	325	D.1.c	There is no master plan for increased participation in local PI learning days. We are not proactive in reaching out to attend local learning days.	<ul style="list-style-type: none"> Put notices in the <i>Conference Report</i> and <i>Digest</i> and in <i>PI News</i> that WSC PI members are available as resources for local PI learning events.
P	326	D.1.c	<i>Meeting by Mail</i> distributed in some jails.	<ul style="list-style-type: none"> Add notice to first page of <i>Meeting by Mail</i> that it should not be distributed to jails.

E. SERVICES

E.1-3. Services to the fellowship

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
C	327	E.1-3	Untimely response to tax and incorporation questions. Many questions, not enough time. Questions are extremely complex. Answers not uniform. Staff members with adequate understanding are limited. Legal, traditions, individual issues.	<ul style="list-style-type: none"> • Don't know.
WCC	328	E.2-3	No services provided by WCC directly to regions or areas. WCC has valuable resources that areas and regions could use, but we have no established means of sharing those resources. WCC could benefit from what regions and areas have to share in return.	<ul style="list-style-type: none"> • Hold more convention workshops. • Finish revision of the <i>Convention Handbook</i>.

E.5. Public relations services

B/C	SN	SCOPE	PROBLEM DESCRIPTION	SOLUTIONS
WSB	329	E.5	Lack of WSB communication with the public The WSB has minimal communication outside the fellowship. Given that such communication is part of the WSB purpose, this is an area where the WSB should expand its activities.	<ul style="list-style-type: none"> • Expand activities, increase concentration on WSB public communications. • Increase the WSB linkage with the WSO so as to participate at greater depth in external communications.
C	330	E.5	Inability to assist people whose needs are outside the scope of what NA does. When on the phone with people who have needs that we don't usually handle, we have no resources or guidelines for even minimum referrals. It feels like we shut the door in their faces at a time that they are in need.	<ul style="list-style-type: none"> • Create office guidelines for basic referrals to agencies that can assist people in ways NA can't.
C	331	E.5	Non-development of our relationships with non-NA agencies that help addicts. We only communicate and cooperate with the organizers of non-NA events during the event rather than throughout the year. Example: the interaction with John French from the New Jersey Department of Health has waned since his proposal was denied.	<ul style="list-style-type: none"> • Develop some plan for ongoing contact with these organizations. The office should also impress this need on trusted servants.
C	332	E.5	Office tours are inconsistent in information given, things shown, how people are introduced, etc. Need protocol for office tours. Tours are not consistent or always professional. Sometimes employees are asked in front of a guest if they can do a tour. This is embarrassing, since it is hard to decline if there are priorities. There is a lack of continually updated information on employee assignments. <i>It would be great if our tours were still friendly, but more professional. (Example of consistency: Employees would be instructed to always walk the guest to the next building and have the tour set up in advance to continue from there.)</i>	<ul style="list-style-type: none"> • We need a basic plan (protocol) from management, as well as regularly updated (monthly) printouts of changes in office assignments.

Appendix Two: Consolidated Inventory Solutions for World Services

APPENDIX TWO: CONSOLIDATED INVENTORY SOLUTIONS FOR WORLD SERVICES

Introduction	285
1. Purposes of different entities in world services	287
2. Purpose, goals, planning	287
3. Reviewing own work	288
4. Internal work processes	288
5. Board, committee guidelines	292
6. Meetings	293
7. Initiating projects	293
8. Establishing priorities	293
9. Budgeting and fund allocation; alternative budget management ideas	294
10. Effective delegation	294
11. Leadership	295
12. Executive committees	295
13. Improving world service communications, cooperation	295
14. Fellowship services, communication	296
15. Internationalizing world services	297
16. Delegate funding	298
17. WSC timeframe	298
18. Motions and issues, voting and consensus building at the conference	298
19. <i>Conference Agenda Report</i>	299
20. Zonal forums	299
21. Professional (non-NA) events	299
22. Other public relations activities	299
23. Roles, responsibilities of world service personnel	300
24. Orientation, training	300
25. Burnout	301
26. Full funding for board, committee members	301
27. Nomination, selection, recruiting members--general	301
28. Nominations committee	302
29. Staffing needs	302
30. WSO, WSC relations	302
31. WSO sales policy	302
32. Consultants	303
33. WSO facilities	303
34. WSO staff training needs	303
35. WSO business plan	304
36A. Single board	304
36B. <i>Not a single board</i>	304
37. Unified budget	305
38. Twelve Concepts for NA Service	305

INTRODUCTION

So far, this report has presented the results of the various elements of an inventory of the world service operations and entities employed by the Fellowship of Narcotics Anonymous. This appendix presents, in a manner of speaking, the *results of the results*: a compilation of the solutions generated by the world service inventory process. Before presenting you with the details of that compilation, there are a few things we want to point out.

Coverage. We were able to consolidate the solutions arising from the World Service Conference, world service board and committee, and World Service Office staff team self-assessments. These assessments were all conducted in a similar fashion using similar formats to produce similar results. However, we were unable to incorporate the results of the fellowship survey—which was composed of group, area service committee, and regional service committee questionnaires—into this consolidation of inventory solutions. The nature of the fellowship survey, the format of the questions, and the shape of the results were too dissimilar from the world service self-assessments to combine the two. As you review this appendix, we encourage you to compare the solution categories shown here to those found in the compilation of the fellowship survey results in Chapter One of this report.

Compilation of solutions. The world service inventories contained two kinds of information: problems uncovered in the self-assessments, and solutions suggested by conference participants, boards, committees, and staff teams. We have grouped the *problems* disclosed in the respective self-assessments together in Chapters Three, Five, and Seven of the inventory report, complete with the full descriptions and diverse solutions suggested for each. In our summary we compiled, compared, and condensed those problems for ready discussion. Here in Appendix Two, we have grouped together the *solutions* that arose from the world services inventory, feeling that such a compilation may be of some use in our fellowship's consideration of the inventory results.

We compiled every single solution proposed in the results of all the separate world service inventories into this summary. However, please note that the solutions summarized here do not restate all the problems behind them; those details can be found in the separate self-assessment reports presented already. To see the solutions compiled here as separate elements along with the problems from which they arose, look at Appendix Three later in this report.

Topics. We would like to have grouped the compiled solutions under the headings of the "Scope of the Inventory" that has served as a general guide to our study of NA's world service system over the last couple of years. However, we found the self-assessments addressing the problems and solutions each body perceived in its own operations and interactions; those observations did not always fit the mold we'd created in the "Scope." That's why we decided to group the solutions under categories

suggested by the solutions themselves rather than within some artificial framework, even our own.

Sequence. We have tried to sequence the categories in this compilation so that each one has something to do with the one preceeding it and the category following it. Other than that, there has been no formula or pattern imposed upon the sequence of these categories.

Number format. The numbers at the beginning of each category title and the numbers leading off the main entries in each category are placed there to make it easier for readers to refer in discussion or writing to categories and items contained in this compilation. They do not indicate any priority ranking of any sort.

Attribution. In laying out the consolidated solutions in this appendix, we have deliberately not identified the specific boards, committees, or staff teams that offered the various solutions. What is important about these solutions, we believe, is the message they contain, not the identities of the messengers. We have tried only to indicate the number of separate solutions consolidated under each heading and the number of bodies from which these solutions are drawn so as to present them in proper perspective.

Terminology. *Body, bodies.* Our inventory examined a variety of service entities: the World Service Conference; the World Service Board of Trustees; the boards of directors of our two corporate entities, the World Service Office and the World Convention Corporation; the Interim Committee, six standing committees, and one ad hoc committee currently operating under the guidance of the World Service Conference; and the six working staff teams operating at WSO-Van Nuys at the time the inventory was taken. In noting the sources of the solutions compiled below, we found it useful to be able to refer to all these very different kinds of world service units simply as *bodies*, and to refer generically to any working world service unit as a *body*.

Volunteer. Sometimes it was necessary to distinguish in shorthand between bodies composed of trusted servants (such as the conference and our world-level boards and committees) and those composed of special workers (the working staff teams at the WSO). Under those circumstances, we sometimes referred collectively to *volunteer bodies* (as opposed to staff teams), meaning the conference and those boards and committees made up of NA members serving on a voluntary basis rather than as paid employees. Readers would be mistaken if they took this designation to mean that any of these bodies are made up of just anyone who shows up and volunteers to take part in their work--they are not.

1. PURPOSES OF DIFFERENT ENTITIES IN WORLD SERVICES

When five volunteer service bodies and two staff teams examined their primary purposes, four kinds of solutions were offered:

1. Reconsider those portions of their statements of purpose that have been approved by the fellowship and the conference in theory but not in practice
2. Implement the existing statements of purpose
3. For each purpose to be fulfilled, identify only *one* service body to fulfill it
4. Clarify incomplete or imprecise statements of purpose

2. PURPOSE, GOALS, PLANNING

This category drew the second largest number of solutions out of the world services inventory process (60). There was fairly broad consensus on the need for planning, with nine boards and committees and four staff teams offering solutions in this category, and equally broad consensus on the nature of the planning activity that ought to occur. Taken together, the following points were offered by the various bodies as elements of a planning process for world services:

1. Assess the needs of the fellowship for services, in a proactive but not dictatorial way.
2. Develop clear statements of purpose (mission statements) for the World Service Conference, world services in general, and each of its component elements. Take steps to ensure broad consensus behind such statements and to communicate them widely and clearly.
3. Identify measurable, achievable short- and long-range goals directly related to the statement(s) of purpose.
4. Create a long-range plan identifying objectives to fulfill the short- and long-range goals identified previously.
 - Convene a "vision-building" group or meeting to initiate the planning process.
 - Work on a three- to five-year plan now; later, extend the planning process to encompass a five- to ten-year range.
 - Hold annual planning meetings. Evaluate, reassess, prioritize projects in play.
 - Include all world service leaders in the planning process. Also include staff. This will ensure a common understanding of the purpose, goals, and project plans.
 - Plan work to fulfill the statement(s) of purpose, not according to temporary winds of opinion.
 - Ensure that the goals, not the activities, are kept foremost in mind.
 - Use project-planning procedures on all projects; don't approve the commencement of any project without a complete plan.
 - Build conservative, reasonable timelines into project plans.
 - Service units should take full advantage of the experience of all their members in developing practical project plans.

- Prioritize projects being planned. Budget accordingly.
- Document the planning process.
- Educate trusted servants and special workers in planning skills, procedures.
- Publish the long-range plan, providing an internal performance measuring tool and means for external (fellowship) access to the planning process.
- Assure that planning activities are given top priority—must do!

3. REVIEWING OWN WORK

Regular internal reviews of each service body's work, a category closely related to the planning process addressed above, drew twenty-one solutions from six boards or committees and two staff teams.

1. For specific projects, both in-progress and end-of-project outcome evaluations were recommended. In-progress evaluations need not be involved or in-depth to be helpful.
2. Annual internal evaluations of the work of all service bodies should be built into their calendars.
 - Annual evaluations should develop and apply standards of effectiveness.
 - Service body leaders should evaluate each work-group leader's performance and poll individual work-group members on the performance of the group as a whole.
 - Service body members should evaluate their own performance.
 - Materials and services made available for use by the fellowship should be re-evaluated on a regular basis.
 - Projects, services, and materials should be measured against their relevance to and effectiveness in fulfilling NA's primary purpose.
 - Annual internal reviews should be discussed within each service body by the full body.
 - Annual internal reviews should be published and distributed for fellowship information. The fellowship should then be invited to review and assess each service body's performance.

4. INTERNAL WORK PROCESSES

This category drew the greatest number of solutions from the broadest array of volunteer service bodies and employee teams, 130 suggestions in all. Most of the solutions offered were broadly applicable, and they are summarized first. The solutions that were very specific to WSO staff operations follow the general suggestions below under a separate heading.

General suggestions

1. Work the Twelve Steps. Apply the Twelve Traditions and the Twelve Concepts for NA Service.
2. Service body members should treat each other properly, giving mutual support, honesty, and trust. Remember "principles before personalities," and heed the message rather than the messenger. Focus on the solutions, not the problems; develop faith, not fear. Surrender the need to have the last word in every discussion; for that matter, just surrender. Encourage communication between members of each service body between meetings; members should get to know one another better as people, not just service colleagues.
3. When service bodies gather for business meetings, make sure recovery meetings are also scheduled.
4. Service bodies should engage periodically in fun, team-building exercises with an outside facilitator. For staff teams, this might mean holding special team-building meetings off site.
5. Act globally--that is, act with a worldwide fellowship's growth and welfare in mind, not just one region or group of regions.
6. Work together for the common good toward common solutions, not private agenda.
7. We need more effective leadership and more experienced trusted servants. All procedures used to select body leaders and members should be examined and adjusted to promote greater diversity and a better-qualified working membership.
8. We must trust our leaders to lead.
9. Leaders must know how to run business meetings. Plan, schedule business meetings and calls more efficiently. Establish an agenda. Prioritize and limit the number of items on the agenda. Once established, report the agenda to body members so they can prepare. When the meeting opens, follow the agenda. Avoid repetition within a meeting. Reduce the number of times decisions are revisited; learn to stick with tough decisions.
10. Minutes should be distributed promptly to all body members, highlighting decisions made and items needing action.
11. Full planning information should be made available to body members for upcoming decisions, especially budget information.
12. Body leaders should communicate regularly (quarterly mailings?) with body members and work-group leaders--members should not be excluded from the information channel, and information should not be withheld from members. Each body should develop written communications procedures. Between-meetings communications should be used to facilitate more between-meetings decision making.
13. Currently, staff either writes or edits most conference reports, making the content very formal and insensitive. Instead, require individuals to prepare their own reports and participate in the outcome of the editing process.
14. Work groups should be utilized more in completing projects, rather than trying to do projects in a full-body setting. Procedures, communications needs for work-group

- operations should be documented. Work distribution should be carefully considered, and work-group assignments within a body should be rotated among the body's members so that individuals don't become too closely associated with particular projects. Alternately, work groups could be eliminated if a body chooses to focus on idea-generating, philosophical discussions of its service area.
15. The skills of new members of a service body should be assessed so that they can be assigned to projects, subcommittees, or work groups in which they can serve effectively.
 16. Body members must participate in their bodies' work responsibly.
 - Members should examine their own motives for participation in service work.
 - Bodies should hold members accountable for responsible participation.
 - Member handbooks should be developed, documenting body policies and procedures. These should be periodically reviewed and revised, as needed. Operational areas requiring new policies or procedures should be identified whenever they become apparent.
 - Members must know and adhere to the rules for orderly meetings. They should exercise self-discipline and focus on their unity of purpose when meeting. Each body's rules should be periodically reviewed and revised as needed.
 - Members should prepare for their body's meetings thoroughly.
 - Members are responsible to express dissent in their body's meeting, not in the hallway.
 17. Portions of each body's meetings should be devoted to internal conflict resolution, airing and resolving suspicions, misunderstandings, and grievances. Processes for use in these sessions should be developed. Bodies in general, and leaders in particular, should encourage members to walk through whatever fears of confrontation they may have so they may fully participate in these sessions.
 18. Bodies having conflicts with one another should have joint problem-solving meetings.
 19. Bodies should report not only the outcome of their discussions but the pros and cons as well to facilitate fellowship discussion.
 20. Meetings should start on time, no matter who's there and who's not.
 21. Bodies should develop procedures body members can use to submit input on agenda items when they know they won't be present to discuss those items in person.
 22. The role of the "interested member" in service work should be explored, facilitated, and documented. Experienced former body members should be used as needed as assets. Non-body-members with special talents should be utilized on work groups or subcommittees.
 23. When a project has not been planned well, the body responsible for it should speak up and have the deadlines set back instead of proceeding hastily with inadequate resources, information, or direction and doing a poor job.
 24. Limit the number of times a person can go to the mic at the WSC.

25. Some bodies have too few meetings to deal with everything on their agenda, and many people who are not members of those bodies attending their meetings. These bodies should find better use for their agenda time, perhaps scheduling time to meet while non-members are doing something else.
26. The WSC should make work assignments to the various world service bodies, and let those bodies in turn assign each task to individual members or working groups, facilitating division of responsibility within each body according to available resources.
27. Each body should assign its members to working groups after the WSC each year, based on the number and type of work assignments assigned each body.
28. Guidelines for associate members of world service bodies, where they exist, should be clarified and implemented.
29. Since the choice of meeting sites for some bodies prevents them from utilizing working groups, utilize associate members and regional counterparts to form working groups with registered world service body members as leaders.
30. Members of world service bodies who live in the same parts of the world might do events together, getting more information about each other and developing more trust and skills for better flow.
31. Clearly define production schedules for world service periodicals and stick to them.
32. Aggressively solicit contributions for publication in world service periodicals.
33. Use small groups as liaisons to specific corresponding local subcommittees and geographic groupings between meetings.
34. Change the evaluation process for assessing conceptual fidelity of translations--formalize it and develop standards.
35. WSO and WSC should give greater latitude in allocating resources necessary to evaluate translations.

WSO staff

1. Fix the computer program that should be used to calculate *Reaching Out* and *Conference Report* subscriptions.
2. Within WSO staff, discuss accessibility and maintenance of paper files and computer files. Be willing to adapt to the new, standardized system of file maintenance that may come out of such a discussion.
3. Complete an organizational project for reception area to ensure coverage of front-desk duties. Improve current system of front-desk phone coverage at WSO by building in standing assignments among five staff people for each weekday with extras as backup. Install a voicemail and paging system to assist in front-desk coverage.
4. Reassign the computer network administrator to the appropriate team. She is grouped with the Fellowship Services Team solely because of the connection between data services and group services.
5. Have Loner Group support reassigned to the Group Services component of the Fellowship Services Team, with the Publishing Team providing editorial assistance

- for the *Meeting by Mail*. Loner Group staff currently have no group service or fellowship development experience.
6. Assess availability of editorial staff and notify general staff of such availability for assistance.
 7. Do a team-by-team assessment of form letters: copy, information, tone, and overall effectiveness.
 8. Utilize editorial staff to copy edit/proof all reports leaving the office.
 9. Work on the WSO annual report should begin immediately after the completion of the previous one and should be a year-round activity.
 10. Give copyright and trademark use permissions assignment to one staff member; develop protocol for following up on permissions granted.
 11. Reconfigure design team to include people who have a responsibility for design and production, and include design discussions in planning stage for material to be developed.
 12. Review process used to compile the *Conference Report, Digest*, and *WSO Newsline*. Place it with one team (preferably the Publishing Team); assign one staff member to oversee process (not necessarily team leader). This will resolve the current duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination.
 13. Find adequate backup vendors for *NA Way* art, printing, binding, mailing, and fulfillment services for magazine.
 14. Once changes are made within the publication environment in the "Comin' Up" fellowship events calendar for the *Newsline* and *The NA Way*, a hard copy of such changes should be forwarded to the staff member responsible for data entry in the calendar's computerized database.

5. BOARD, COMMITTEE GUIDELINES

Eight suggestions from seven boards or committees encouraged service bodies to develop operational guidelines that addressed the following points:

1. The responsibilities of the body
2. Accountability
3. Membership; duties
4. Funding
5. Clarify any problematic relations with other service bodies
6. Specific working procedures

6. MEETINGS

This category drew twenty suggestions from seven volunteer bodies and four staff teams. Those solutions touched upon four main points that could be applied throughout world services, and five more raised only by staff teams.

1. More meetings are needed, for a variety of purposes:
 - Accomplish in a timely fashion work described in guidelines, assigned by the conference, or special projects
 - Resolve internal conflicts and facilitate the expression of diverse opinion
 - Improve communication, within a body and between bodies
 - Increase camaraderie and the ability of a body to function as a team
2. Bodies should be given leeway to locate their meetings according to their needs, provided the choice is budget-neutral
3. World service body meetings should include one session in a forum setting for interaction with the fellowship, or one meeting a year should be devoted primarily to such interaction
4. Bodies should develop reasonable expectations about the number and location of meetings they will be able to hold, given the time and resources available, and plan accordingly
5. Additional staff points:
 - Make staff meetings a priority
 - Teams should meet weekly
 - The full staff should meet monthly
 - More off-site team meetings should be held
 - Teams should hold monthly special-topic meetings to address specific problems

7. INITIATING PROJECTS

One service body offered a suggestion that a process be added to its guidelines for initiating projects itself, remedying the body's lack of proactive direction.

8. ESTABLISHING PRIORITIES

The conference, three volunteer bodies, and three staff teams offered fourteen suggestions concerning priorities, summarized as follows:

1. Recognize that the lives of committees are less important than their projects.
2. Provide or exchange sufficient information between bodies and throughout world services to establish priorities world service-wide.
3. Create a prioritizing process:
 - Identify projects at issue
 - Establish the relative value of those projects to our fellowship

- Establish priorities, both short-term and long-term
 - Budget and allocate staff accordingly
4. Make the priorities stick. Not every project proposed can be carried out; only the higher priority projects can be budgeted and staffed.

Note that each of the three volunteer bodies offering suggestions in this category also encouraged world services to upgrade the priority of their particular body's work for budgeting and staffing allocation purposes.

9. BUDGETING AND FUND ALLOCATION; ALTERNATIVE BUDGET MANAGEMENT IDEAS

Eight boards and committees offered eighteen proposals to finish, refine, or alter current budget allocation and management procedures in world services. They can be summarized as follows:

1. Develop and document criteria and protocol for funding work throughout world services.
2. Set aside adequate time for budget planning.
3. Keep both funding and staff resources clearly in mind when planning and budgeting work. Require that the financial impact on the WSO of each proposal to the conference be thoroughly researched. Also require that full and constant disclosure is made of the finite amount of WSO resources that are available to the WSC.
4. Communicate with the fellowship and the body of WSC participants sufficiently to ensure a base of knowledge about services, their value, and the need for funds.
5. Allocate a "basic budget" to all service bodies, including some attendance at committee meetings, WSO staff support, and communications with the fellowship.
6. Supply each service body with a fixed percentage of WSC income for the body to administer as it sees fit.
7. Replace current budgeting and funding system with a block-grant system to fund world service entities. Require project plans for all expenditures. Once approved, allocate the funds to the project and allow its administrators to manage those funds according to their plan. Develop an oversight committee to review project performance and evaluate funding requests that are over and above the block-grant allocation for the project. This would eliminate administrative micromanagement.
8. Provide greater flexibility for funding certain key fellowship-interaction activities.

10. EFFECTIVE DELEGATION

The conference inventory, three volunteer bodies, and two staff teams came up with ten solutions under this category that can be summarized as follows:

1. Elect leaders. Clearly define their delegated responsibilities. Grant corresponding authority within a specified range that covers spending, meetings, conference calls, and recruiting help. Maintain accountability through regular communication.

2. Further delegate work outward from key leaders and managers with primary responsibility to associates.

11. LEADERSHIP

Six solutions brought forth from the WSC inventory, two volunteer bodies, and one staff team can be summarized as follows:

1. Recognize our need for leaders, and respect their recommendations.
2. Make leaders accountable to exercise the responsibilities of leadership:
 - In leading effective meetings.
 - In addressing causes before they become crises.
 - In speaking up for the work and decisions of the bodies they lead.
3. Adapt leadership styles--learn to lead rather than direct.

12. EXECUTIVE COMMITTEES

Six suggestions under this heading, all coming from the two corporate boards, can be summarized as follows:

1. Promptly inform the full body membership of executive committee discussions and decisions, perhaps through monthly written reports, but do not tie the executive committee's hands.
2. Improve work-distribution equitability by rotating the job of facilitating full-body meetings.
3. Rotate other body members onto executive committee calls and meetings to improve work distribution and broaden pool of talent available for such discussions.

13. IMPROVING WORLD SERVICE COMMUNICATIONS, COOPERATION

Forty solutions were generated from throughout world services as to how we might improve communications and cooperation among our various working bodies. Most of the solutions offered were broadly applicable, and they are summarized first. A few suggestions applied mostly to staff team operations; they are summarized after the others.

Service-wide

1. Complete work on a communications protocol document describing service-wide communications procedures for all to read and follow.
 - Include specifics on translating service communications--what to translate into which languages, who is to translate it, and how much to budget for it.
2. Improve direct, face-to-face communication between service bodies; defuse the conflicts misinformation can breed before they arise.

- "Deformalize" communications--make them more "friendly." Make sure the message is given more importance than the medium.
 - Allow trusted servants to communicate less formally, as individuals, instead of as formal representatives of the service bodies to which they belong.
3. Create a procedure for enforcing conference decisions and resolving interbody conflicts between WSC meetings.
 4. Include board, committee members on the WSC participant mailing list.
 5. Include the chairs of all WSC standing committees in world service meetings and communications.
 6. Commit more communications between meetings to writing, making it easier to distribute them to more people and therefore less selective.
 7. Provide more regular information on the financial status of world services, broadening everyone's understanding of the reasons underlying budget allocation decisions.

WSO staff teams

1. A centralized fellowship information file could serve as a resource for all WSO teams and reduce duplication of services.
2. There should be some group of trusted servants staff can look to as a resource for all projects, even those that are not deemed crucially important. Some projects need guidance, not just conference floor criticism. (Special projects get more focused attention than ongoing responsibilities.)
3. Board and committee leaders often are not able to complete their reports or approve edits on them in a timely, efficient manner. Perhaps the leadership could provide direction to staff necessary to complete reports, revising and approving them once they are written.
4. Staff has a tendency to overextend itself in supporting the boards and committees it works with, especially when the bodies meet, and especially during conference time. Staff needs to establish limits and stick to them. They should make their responsibilities, procedures, and schedules clear to the trusted servants with whom they work.

14. FELLOWSHIP SERVICES, COMMUNICATION

Forty-six suggestions from eight volunteer bodies and two staff teams are summarized below:

1. Prepare "user-friendly" service guides and material explaining world service roles and activities.
 - Describe fellowship development activities so that members understand the need for funds in that area.
 - Continue developing simplified service guides that can be translated easily.
 - Clarify the policy on translating service material.

2. Increase participation by world service personnel in local service workshops and other face-to-face fellowship-interaction activities.
 - Fund participation in local workshops.
 - Coordinate calendars for local events to facilitate participation.
 - Inform local committees that world personnel are available for participation.
 - Organize continental resource groups to assist different world territories in conducting service workshops.
3. World services needs to find better ways to communicate directly with the NA groups.
 - Encourage increased use of regional assemblies, where GSRs interact directly with their region's representatives to world services.
 - Communicate the importance of a complete, up-to-date fellowship service contact address database at the WSO, and the need for regular address updates.
 - Better utilize existing communications tools like the *Conference Report* and *Digest*.
4. Thoroughly examine fellowship communications: their timeliness, translations, and what is communicated to whom by whom.
5. Focus on correspondence-handling procedures. Ensure sufficient staff to facilitate proper handling of world service correspondence.
6. Open up more opportunities for direct interactions between world services and the fellowship through telecommunications.
7. Focus on attitude in fellowship communications and interaction: cooperative, service-oriented, humble.

15. INTERNATIONALIZING WORLD SERVICES

Thirteen fairly explicit suggestions were offered from the WSC inventory and three volunteer bodies about how to open NA services up globally. They can be summarized as follows:

1. Rotate meetings outside USA. Cultivate contacts with NA communities globally.
2. Translate the CAR into the other languages most widely used by NA communities, and translate selected summaries of world service communications throughout the year. Find and use appropriate shipping/transmission methods to ensure timely delivery of the CAR and other key world service communications to all NA communities and all conference participants worldwide.
3. Shift service development and delivery focus, from North American to global.
4. Develop more translated service materials.
5. Recruit and fund service-body members from around the globe.
6. Ensure all WSC participants are adequately briefed on procedure (which is based in USA customs) so that they can fully participate.

7. Explore the creation of a national level of service, pooling USA representatives together. Then explore cost equalization for WSC participation for the then-smaller pool of world-level trusted servants.

16. DELEGATE FUNDING

Two simple suggestions concerning the funding of regional representatives to the WSC meeting were offered in the conference inventory:

1. Fund all regional representatives, or none.
2. Further investigate cost equalization for conference participation.

17. WSC TIMEFRAME

Three suggestions from the conference inventory and one volunteer body were offered to expand the conference business time frame to reduce short-term focus and facilitate planning:

1. Hold the WSC every two years.
2. Hold business sessions every other year.
3. Have the conference meet every three, or five, or seven years.

18. MOTIONS AND ISSUES, VOTING AND CONSENSUS BUILDING AT THE CONFERENCE

Twenty suggestions offered in the WSC inventory, and two from one volunteer body, sought ways to increase the conference's focus on consensus building and decrease its emphasis on formalized business procedures and voting. Those solutions can be summarized as follows:

1. Pre-process WSC issues through zonal forums.
2. Hold more WSC quarterlies to facilitate more and wider fellowship discussions of world service issues.
3. Reduce the number of motions allowed at the WSC.
4. Increase the amount of time allotted for discussion at the WSC.
5. Use more small groups to discuss issues and process business at the WSC.
6. Change the RSR's job description to promote a shift toward consensus building.
7. Don't vote at the conference at all.
8. At the WSC, identify the issues that will go out for fellowship discussion in the next *Conference Agenda Report*.
9. Make motions presented to the fellowship in the *CAR* non-amendable. Expand the time frame for voting on new WSC business to one year to facilitate broad fellowship consideration.

19. CONFERENCE AGENDA REPORT

Five suggestions related to the *Conference Agenda Report*, offered in the conference inventory, can be summarized in a single point:

1. Change the *CAR* format to issues rather than motions. At minimum, create a two-part *CAR*: one for discussion items, the other for motions.

20. ZONAL FORUMS

Eight fairly specific suggestions that do not easily lend themselves to reduction were offered in the WSC inventory related to zonal forums:

1. Create a forum for interzonal communication.
2. Make time at WSC for interzonal communication.
3. Empower zonal forums.
4. Have the WSC define and give purpose to zonal forums.
5. Make conference funds available for zonal forums.
6. Create a cost-equalization plan for participation at zonal forums.
7. Encourage the USA regions to consider consolidating into zones for purposes of mutual support and WSC representation.
8. Encourage the WSC to move globally toward zonal representation.

21. PROFESSIONAL (NON-NA) EVENTS

Two volunteer bodies offered three specific suggestions concerning participation in non-NA events where our program is presented to outside professionals:

1. Publish trip reports and accounts of non-NA professional events in NA world service periodicals that reach ASCs and groups so that the fellowship knows enough about these events to assess their value.
2. Additional trusted servants should be trained at professional (non-NA) events on how to staff such events.
3. The PI Committee leadership should work in conjunction with the Interim Committee and WSB External Affairs to decide what events to attend and who should go.

22. OTHER PUBLIC RELATIONS ACTIVITY

Two suggestions each from a volunteer body and a staff team related generally to public relations activity can be summarized as follows:

1. Increase the WSB-WSO linkage to better facilitate external communications.
2. Create office guidelines for basic referrals to agencies that can assist people in ways NA can't.

3. Develop some plan for ongoing contact with non-NA organizations with which we come in touch.

23. ROLES, RESPONSIBILITIES OF WORLD SERVICE PERSONNEL

Thirteen suggestions offered by five volunteer bodies and three employee teams under this heading can be summarized as follows:

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

24. ORIENTATION, TRAINING

The conference inventory and seven volunteer bodies offered twenty-three suggestions on how to bring new service members "up to speed," which can be summarized as follows:

1. For the conference:
 - Hold an opening in-depth orientation for new participants
 - Conduct panel presentations to educate all participants on issues being discussed
2. Develop thorough orientation procedures, programs, and materials for new members.
 - Include a world service glossary in the orientation packet.
 - Allocate the time necessary for orientation (a full day?).
 - Ask new members to assess the orientation program and materials each year to help improve next year's orientation.
3. Devise mentor systems that pair new members with more seasoned trusted servants. Double up on assignments within bodies until new members are fully prepared to perform on their own.

25. BURNOUT

One volunteer body offered three suggestions to prevent trusted servant burnout in the course of world service involvement:

1. Set realistic work schedules.
2. Reinforce personal recovery.
3. Pay attention to the projected work pace (put forth before WSC).

26. FULL FUNDING FOR BOARD, COMMITTEE MEMBERS

The conference inventory and six volunteer bodies offered eight versions of the same recommendation:

1. World services should pay the service-related expenses of all members of boards, committees, and their working groups or subcommittees, no matter where in the world they come from.

27. NOMINATION, SELECTION, RECRUITING MEMBERS—GENERAL

Eighteen solutions were offered by five volunteer bodies under this heading, which can be summarized as follows. As you will see, the first four points below are generally applicable, while the fifth relates specifically to the unique trusted servant selection needs of one particular service body.

1. Nomination/election/appointment procedures for new members of service bodies should be written. These procedures should clearly define performance expectations and skill requirements. A related removal procedure should also be developed, written, and implemented.
2. Bodies should be able to bring individuals from outside world services onto short-term working groups to test their skills and general suitability for possible long-term membership.
3. Bodies should solicit names from regions and generally interface more, and more regularly, with the fellowship through travel and communications to locate and become familiar with suitable candidates.
4. Have all world service body members elected by the conference.
5. Allow the Translation Committee to select its own new members from the other four world service entities from which it draws trusted servants.

28. NOMINATIONS COMMITTEE

Various shortcomings in the trusted servant recruitment, nomination, review, and appointment or election processes used throughout world services led to six suggestions from the WSC inventory and three volunteer bodies under this heading, all of which can be stated in the following single point:

1. Create a nominations committee in whose processes the WSC can have confidence.

29. STAFFING NEEDS

The following staffing suggestions arose from perceived shortages of staff support in the areas noted. They were raised in nine points offered by three volunteer bodies and three employee teams:

1. An ad hoc outreach coordinator.
2. A public relations director.
3. Additional production and translations staff.
4. A reception assistant.
5. An additional coordinator for the Conference Services Team.
6. A personnel manager.
7. Additional staff for the Fellowship Services Team.
8. A shipping assistant familiar with stock monitoring and reordering.

30. WSO, WSC RELATIONS

Eight suggestions from the conference inventory, three volunteer bodies, and one staff team can be summarized as follows:

1. Clarify and define the general role of special workers in world services, in writing.
2. Develop a written protocol for interaction between volunteer bodies and the WSO.
3. Volunteer bodies should say clearly what kind of help they want from WSO staff and develop clear support agreements with management.
4. Encourage special workers to speak up about their limits.

31. WSO SALES POLICY

In two separate contexts, one service body suggested the following:

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

32. CONSULTANTS

Four suggestions from two staff teams and one volunteer body were offered under this heading, which can be summarized as follows:

1. When consultants are used in world services, their roles should be carefully planned.
2. Management consultants should be employed to help the WSO staff evaluate the progress it has made in its team development program.
3. A professional consultant should be retained to advise the WSO on ways to consistently maintain paper and computer files not maintained consistently.

33. WSO FACILITIES

Ten suggestions offered by five of the staff teams can be summarized as follows:

1. The WSO needs adequate space for personnel, equipment, general and specialized work needs, archives, and warehouse requirements. Present space is inadequate, and will absolutely not support needed growth.
2. WSO headquarters should be housed in one building, not three as at present.
3. WSO facilities should be upgraded to be more conducive to work and morale, correcting poor lighting, carpets, walls, ventilation, temperature control, and bathrooms, lack of windows, wind and rain leaks, lack of parking, and health and safety hazards. Presently, the work environment is filthy. The decor does not provide a pleasant working atmosphere or promote employee pride in the workplace.
4. Do not draw or supply primary work equipment from an equipment graveyard.

34. WSO STAFF TRAINING NEEDS

Thirty-eight solutions offered from the WSO board and all the working staff teams can be summarized as follows:

1. A general training program should be implemented, beginning immediately and followed up on each year. The program should cover both specific and general areas:
 - Specific:
 - ◆ All functions in the phone-relief responsibility
 - ◆ Editorial standards and their usage
 - ◆ Orientation on in-house stock production work
 - ◆ Supervisor training for managers (to include delegation)
 - General:
 - ◆ WSO's overall mission and purpose
 - ◆ Team concept and purpose; team building
 - ◆ Staff and team interaction

- ◆ Service structure orientation, processes
 - ◆ Cost-effective work habits
 - ◆ Project planning and goal setting
 - ◆ Time management
 - ◆ Personal skills (communications, constructive criticism)
 - ◆ Cross training within all working teams
2. Find suitable training for a particular staff member in the area of circulation management and magazine marketing. Use skills thus obtained to help in addressing circulation/marketing problems for *The NA Way Magazine*.

35. WSO BUSINESS PLAN

In five separate contexts, the WSO board reiterated its commitment to one particular innovation:

1. Development of a long-term business plan for the World Service Office.

36A. SINGLE BOARD

Twenty-seven separate suggestions from the WSC inventory and from seven of the volunteer service bodies encouraged the creation of a single board. Those suggestions can be summarized as follows:

1. Create one central board for world services with a single system of committees.
 - Use the board for centralized administration, communications, resource management, priority oversight, and task distribution.
 - Make the board responsible for "macro," strategic, long-term planning and for creating a structure within which its committees could develop "micro," tactical, mid-term plans in their distinct areas of responsibility.
 - Include procedures that will allow the board's committees to expand if the projects they are assigned require it.
2. Address the fear of changing the service structure. This fear is rampant within world services (it is less of an issue within the fellowship itself). Once this fear is dealt with, the transition plans--both strategic and tactical--will be much less difficult to develop and execute.

36B. NOT A SINGLE BOARD

Two suggestions that a single board *not* be formed were offered by an individual within the context of one service body's self-assessment:

1. *Not a single board.* As a unit it could never make informed decisions about anything and the real work would devolve to a small clique or oligarchy; as a delegated subunit, it would show exactly the same weaknesses.
2. *Two boards.* Having devised and agreed upon a common long-term plan:

- a. One, the "conference side," would develop what was necessary within constraints of staff time and financial budgets.
- b. The other, the WSO board side, would manage the shop rigorously. One budget, with WSO operations ring-fenced.

37. UNIFIED BUDGET

Ten suggestions under this heading from the WSC inventory and six volunteer bodies can be summarized as follows:

1. In budgeting, combine all world service income sources in a single pool.
2. Consider, prioritize, and allocate for all world service work as part of the same budgeting process.
3. Define uniform funding criteria for uniform application throughout world services.
4. Consider all expenses in the world service budgeting process, including:
 - Expenses of committee members for their work
 - Costs of all regional representatives worldwide for participating in conference meetings

38. TWELVE CONCEPTS FOR NA SERVICE

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

**Appendix Three:
Table of Solutions,
Cross-Referenced
to Appendix 1**

**APPENDIX THREE:
TABLE OF CONSOLIDATED SOLUTIONS,
CROSS-REFERENCED TO APPENDIX ONE**

Introduction	309
1. Purposes of different entities in world services	309
2. Purpose, goals, planning	310
3. Reviewing own work	312
4. Internal work processes	312
5. Board, committee guidelines	316
6. Meetings	317
7. Initiating projects	318
8. Establishing priorities	318
9. Budgeting and fund allocation; alternative budget management ideas	318
10. Effective delegation	319
11. Leadership	319
12. Executive committees	319
13. Improving world service communications, cooperation	320
14. Fellowship services, communication	321
15. Internationalizing world services	323
16. Delegate funding	323
17. WSC timeframe	323
18. Motions and issues, voting and consensus building at the conference	323
19. <i>Conference Agenda Report</i>	324
20. Zonal forums	324
21. Professional (non-NA) events	325
22. Other public relations activities	325
23. Roles, responsibilities of world service personnel	325
24. Orientation, training	326
25. Burnout	326
26. Full funding for board, committee members	326
27. Nomination, selection, recruiting members--general	327
28. Nominations committee	327
29. Staffing needs	328
30. WSO, WSC relations	328
31. WSO sales policy	328
32. Consultants	328
33. WSO facilities	329
34. WSO staff training needs	329
35. WSO business plan	330
36A. Single board	330
36B. <i>Not</i> a single board	331
37. Unified budget	331
38. Twelve Concepts for NA Service	332

INTRODUCTION

The table shown on the following pages depicts all the individual solutions produced by the WSC, boards and committees, and staff teams during the world services inventory project. Each element represents one solution. The elements are sorted according to the categories laid out in Appendix Two.

The first column in the table shows where each element came from:

A, WSO staff, Accounting Team
ADM, WSC Administrative Committee
C, WSO staff, Conference Services Team
F, WSO staff, Fellowship Services Team
H&I, WSC H&I Committee
INT, Interim Committee
LIT, WSC Literature Committee
M, WSO staff, Management Team
N, WSO staff, NA Way operations
OB, Office board (WSO Board of Directors)

OUT, WSC Outreach Ad Hoc Committee
P, WSO staff, Publishing Team
PI, WSC Public Information Committee
POL, WSC Policy Committee
S, WSO staff, Shipping Team
TRN, World Services Translation Committee
WCC, World Convention Corporation
WSB, World Service Board of Trustees
WSC, World Service Conference

The second column shows the element's sequence number. This links each individual solution shown in this table, and in the narrative compilation of solutions presented in Appendix Two, to the problem in the table in Appendix One from which it arose.

The third column shows the place in the scope where the *problem*, not the solutions, most directly relates.

The fourth column briefly states the solution, then synthesizes [in brackets like this] the problem from which it arose.

1. PURPOSES OF DIFFERENT ENTITIES IN WORLD SERVICES (18)

INT	157	C.2	<ul style="list-style-type: none"> Clearly define Interim's purpose and responsibilities, and amend TWGSS accordingly. [Problem with second half of stated purpose: "Further, the Interim Committee shall make necessary decisions affecting NA world services when the WSC is not in session, mindful of priorities previously established by the WSC."]
INT	198	C.2	<ul style="list-style-type: none"> Reconsider scope and purpose of the Interim Committee, applying Concepts Four and Five. [Re. the degree to which the committee can originate its own work.]
WSB	156	C.2	<ul style="list-style-type: none"> The WSC should shift gears from producing "guidelines" to presenting information and options for the fellowship to use as tools. [Problem IDd: The WSB's educational capacity is underutilized and underprioritized.]
WSB	156	C.2	<ul style="list-style-type: none"> The WSB should be used to fulfill its guidelines, or the portions of its guidelines the WSC does not want fulfilled should be removed—eliminate mixed signals. [Problem IDd: The WSB's educational capacity is underutilized and underprioritized.]
PI	163	C.2	<ul style="list-style-type: none"> Do a better job of communicating with each other. [163: PI Committee lacks a sense of accomplishment.]
PI	163	C.2	<ul style="list-style-type: none"> Implement the long-range public relations plan. [163: PI Committee lacks a sense of accomplishment.]
PI	163	C.2	<ul style="list-style-type: none"> Restructure the committee. [163: PI Committee lacks a sense of accomplishment.]
PI	163	C.2	<ul style="list-style-type: none"> Get some funding to do a national/international PI campaign. [163: PI Committee lacks a sense of accomplishment.]
PI	163	C.2	<ul style="list-style-type: none"> Going to and sponsoring a couple of PI workshops. [163: PI Committee lacks a sense of accomplishment.]
PI	163	C.2	<ul style="list-style-type: none"> Better define our purpose within world services. [163: PI Committee lacks a sense of accomplishment.]
PI	72	B.1.b	<ul style="list-style-type: none"> Restructure the committee, redefine its focus . . . [Lack of clarity regarding roles and responsibilities of PI members.]
POL	160	C.2	<ul style="list-style-type: none"> Demand guidance from the WSC on scope, expectations, and need for projects. [Policy Committee has been assigned projects concerning philosophical issues still unresolved by the conference.]
POL	161	C.2	<ul style="list-style-type: none"> Designate and support single body responsible and accountable for policy work to the WSC. [Policy committee has no clear role within world services.]

POL	162	C.2	<ul style="list-style-type: none"> Establish adequate and accurate purpose. [Policy committee's purpose, as stated in TWGSS, is inadequate and inaccurate. TWGSS: "The purpose of the WSC Policy Committee is to evaluate suggestions in conference policy or procedure and proposed changes or modifications to the service structure." We recommend and propose changes and originate work, but this is not stated.]
TRN	148	B.3.b	<ul style="list-style-type: none"> World services should either accept the responsibility for translation work that goes along with centralized control of NA literature—or cut it loose. [Translation work is not a high priority in world service work.]
TRN	164	C.2	<ul style="list-style-type: none"> Clarify status of WSTC within world service board and committee system, and include rather than exclude it. [WSTC is outside the world service communication loop. The WSTC chair is not integrated into world service meetings or communications. The WSTC is a standing conference committee; the only difference is its chairperson doesn't vote in the WSC.]
M	167	C.2	<ul style="list-style-type: none"> Develop written description of Management Team role, responsibilities. [Lack of clearly defined parameters for role, duties, responsibilities and accountability of management team in structure of WSO.]
N	257	C.4,5	<ul style="list-style-type: none"> Review guidelines for review panel, revise their purpose and function and develop a proposal to conference about revised panel, or eliminate it altogether. [The NA Way Magazine Review Panel is misdirected and inefficient.]

2. PURPOSE, GOALS, PLANNING (60)

General suggestions

ADM	126	B.3.b	<ul style="list-style-type: none"> Develop clear statement of purpose for the WSC. [Lack of long-term goals and planning in world services.]
ADM	126	B.3.b	<ul style="list-style-type: none"> Identify goals, begin long-range planning for WSC based on its new, clear statement of purpose. [Self]
H&I	128	B.3.b	<ul style="list-style-type: none"> Develop a methodology and budget for planning, including questions about necessity, size, and scope. Include committee members in the process and utilize their experiences and strengths. [Inconsistent approach to project planning and utilization of committee members. Redundant, "all encompassing" projects.]
INT	125	B.3.b	<ul style="list-style-type: none"> Long-range conference planning. [Not enough time devoted to establishing long-term goals—always in a crisis mode. Without long-term goals, planning work can be difficult. Such areas as budgeting, unified budget, and travel needs would be considered in identifying long-term goals. Lack of flexibility and available calendar time for additional meetings.]
LIT	130	B.3.b	<ul style="list-style-type: none"> Develop 3-5 year plans, moving toward 5-10 year plans. [Self]
OB	131	B.3.b	<ul style="list-style-type: none"> Development of a global consensus of a vision for NA. [Conflicting goals of various bodies within world services makes planning impossible.]
OB	133	B.3.b	<ul style="list-style-type: none"> Publish strategic plans and intermediate plans so that a WSO committee and WSO management, along with the fellowship itself, could clearly know what to expect in the future and could impact plans well in advance of their execution. [We "plan" from year to year, yet most projects run from three to seven years. Distrust prevents communication within world service necessary for planning.]
OB	135	B.3.b	<ul style="list-style-type: none"> Establish an ad hoc group of visionary directors and senior staff to develop a long-range vision, including five-year and ten-year goals. [Focus has been on short-term goals and crisis management. There has been no time or effort to look at long-range visions and goals for the WSO. Efforts have focused on keeping the business afloat through the lean years.]
OB	135	B.3.b	<ul style="list-style-type: none"> Designate time for the entire WSO board to brainstorm without distraction. [Above]
OB	136	B.3.b	<ul style="list-style-type: none"> Have specific planning a part of our work. The business plan may be a part of this. [Self]
OB	16	C.2	<ul style="list-style-type: none"> A plan. Tasks and objectives to fulfill it. Participation in concrete—definite and visible—achievable—whether new product (such as the video), policy and management changes (personnel policy, FIPT), involvement in branch management profitability, communication inside and outside the fellowship. [Lack of sense of accomplishment—sense that staff present the board with a rubber-stamping agenda.]
OB	185	C.2	<ul style="list-style-type: none"> WSO board should spend time studying the needs of the fellowship in a proactive but not dictatorial way. [WSO is given service projects by those outside WSO bailiwick. Origination of service projects has traditionally been seen as the exclusive domain of the WSC; more recently, the WSB has been factored into that equation. The WSO board has reacted to outside demands, but only rarely has it taken a proactive stance.]
OB	241	C.5	<ul style="list-style-type: none"> Effective planning. [Lack of time to prepare information necessary for sound decisions. Directly linked to lack of planning.]
OB	268	D, all	<ul style="list-style-type: none"> Review of communications, including audiences, style of writing, media used, outdated responses. Provide recommendations based on findings. [Ineffective communications.]
OB	268	D, all	<ul style="list-style-type: none"> Better communication planning to address timeliness and content. [Ineffective communications.]
PI	129	B.3.b	<ul style="list-style-type: none"> Assess the needs of the fellowship [for services from the PI Committee].
PI	129	B.3.b	<ul style="list-style-type: none"> Readdressing a five-year plan and after reevaluating it adopt it to get a focus. [Committee's goals, directions not focused.]
PI	129	B.3.b	<ul style="list-style-type: none"> Utilize the public relations statement of purpose in making our long- and short-term goals. [Above.]
PI	129	B.3.b	<ul style="list-style-type: none"> Develop short-term goals that are bound by time, measurable, so we can know if we've achieved them. [Above.]
PI	163	C.2	<ul style="list-style-type: none"> Set accomplishable short- and long-range goals. [Committee lacks sense of accomplishment.]
PI	226	C.5	<ul style="list-style-type: none"> At our next planning meeting, we should set goals and objectives for the next three years . . . [Lack of annual review with a set of standards to evaluate effectiveness and productivity.]

POL	127	B.3.b	<ul style="list-style-type: none"> Long-term plans for each board or committee should include reasonable project timelines that take resource availability into consideration. Adequate resources should be appropriated for each project. [Policy is assigned tasks it cannot complete because of lack of continuity in membership, change in project scope and shape each year, and changes in project priorities each year. Committee cannot plan long-term because WSC doesn't.]
POL	220	C.5	<ul style="list-style-type: none"> Develop and document planning procedure in accordance with operational guidelines. [Committee has sketchy documented internal guidelines and no documented planning procedures.]
WSB	108	B.2.b	<ul style="list-style-type: none"> Develop conservative timelines for projects. [The WSB has no control over its own budget or any other world service budget. The Interim Committee makes the WSB's budget decisions, and in the process takes over key WSB project decisions. Interim Committee micromanagement and excess layers of budgetary decision making have reduced WSB performance. There is no budget related to goals, and no long-range budget.]
WSB	108	B.2.b	<ul style="list-style-type: none"> All-world-services planning, prioritizing. [Above]
WSB	108	B.2.b	<ul style="list-style-type: none"> Keep the goal, not the activity, foremost in mind. [Above]
WSB	122b	B.3.b	<ul style="list-style-type: none"> Long-range world services planning, prioritizing. [WSC project assignments are made in one-year increments, and are reaffirmed as needed from year to year. In reality, conference entities have only six months of work time each year; three months are needed to prepare, finalize, and publish the CAR, and conference bodies are put on effective hiatus for three more months while the fellowship-at-large reviews the CAR and prepares its RSRs for the WSC annual meeting. This calendar produces a short-term focus for world services; it is unsuitable for the long-range planning needed for most of the projects to fulfill the WSB's purpose.]
WSB	122b	B.3.b	<ul style="list-style-type: none"> Use outcome-based planning—that is, stop shooting from the hip and doing major projects on the conference floor with little time to plan the outcome of projects. Educate staff and volunteers on project planning. All projects must be planned and part of the planning process. Stop overreacting to immediate crises. Budgets must be submitted, adhered to, and evaluated; if they are not managed properly and within budget, they must be reassigned to others. Empower a body to manage projects. [Above]
WSB	123	B.3.b	<ul style="list-style-type: none"> Annual all-world-service planning session to establish goals, priorities. [There is no long-range plan to accomplish any of the long-range goals defined in the WSB purpose.]
WSB	123	B.3.b	<ul style="list-style-type: none"> Formulate a comprehensible mission statement for the WSB with objectives everyone agrees on and a long-range plan designed to accomplish those objectives. [Above]
WSB	124	B.3.b	<ul style="list-style-type: none"> Require project plans for all projects assigned to the WSB, or forecast that the first year of any unplanned project will be taken up in planning activities. [Accepting assignments of unplanned projects from the conference.]
WSB	145	B.3.b	<ul style="list-style-type: none"> Better centralized planning to accomplish world service goals. [WSC has been approving, funding short-term projects, leaving few resources for WSB's functions, most of which focus on long-term goals.]
WSB	145	B.3.b	<ul style="list-style-type: none"> Annual planning meetings to develop consensus on priorities, laying the way for better WSC prioritization. [Above]
WSB	156	C.2	<ul style="list-style-type: none"> All world service entities should be required to come together for purposes of planning and prioritizing, undercutting the territorial impulse. [The WSB's educational capacity is underutilized and underprioritized.]
WSB	174	C.2	<ul style="list-style-type: none"> Engage in detailed project planning before bringing proposals to the conference for approval. [WSC does not refer to board, committee guidelines when assigning tasks and ends up misassigning or double-assigning tasks.]
WSB	175	C.2	<ul style="list-style-type: none"> The WSB should make plans to fulfill its stated goals, regardless of personalities or perceptions. [The WSC lacks a clear impression of what it thinks the WSB's role is, especially in relation to other boards and committees.]
WSB	175	C.2	<ul style="list-style-type: none"> The WSB should communicate its understanding of its role and goals more widely so that they can be more generally understood. [Above]
WSB	285	D.1.b	<ul style="list-style-type: none"> Develop a service structure that replaces territorial lines with project planning that promotes the use of all available world service resources for the completion of any given project. [Intra-world services communications lack openness and frankness, are territorial.]
WSC	1	A.1.2	<ul style="list-style-type: none"> Create a single purpose for the WSC which will meet the needs of the entire fellowship. [The WSC has no single, clearly stated purpose.]
WSC	137	B.3.b	<ul style="list-style-type: none"> Set long-range goals and objectives. [Self]
WSC	138	B.3.b	<ul style="list-style-type: none"> Long-range (3-5 years) planning, include financial planning. [Self]
WSC	173	C.2	<ul style="list-style-type: none"> Identify single purpose for all WSC participants. [Problems IDd with duplication of services, undefined boundaries between boards and committees, lack of direction in world services, a top-heavy structure, inconsistent criteria for establishing priorities, and overspecialization of committees.]
WSC	173	C.2	<ul style="list-style-type: none"> Long-term planning. [Duplication of services. Undefined boundaries. Lack of direction.]
WSC	173	C.2	<ul style="list-style-type: none"> Include all leaders in planning process. [Above.]
WSC	20	B.1.a	<ul style="list-style-type: none"> Careful planning, including all conference leaders in process. [Lack of human resources at WSO; disparity between committees and boards re. staffing and funding.]
WSC	214	C.5	<ul style="list-style-type: none"> Long-term planning. [Length of WSC sessions—result of bad planning, lack of planning.]
WSC	215	C.5	<ul style="list-style-type: none"> Establish clear purpose for WSC. [Problems arise from Robert's Rules and micromanagement of world services from the conference floor.]

WSO staff

A	140	B.3.b	<ul style="list-style-type: none"> Use the team meetings to set commonly recognized goals. This will allow all team members to focus on known, understood purposes and objectives instead of individual, diverse purposes and objectives. [Self]
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A	140	B.3.b	• Allow time in team meetings to monitor the fulfillment of team goals and, when necessary, to reevaluate the feasibility of the goals the team has set. [Self]
A	143	B.3.b	• Establish a process for team planning that can be used in team meetings. Allow enough time in team meetings to use this planning process. [Self]
A	143	B.3.b	• Make team planning a high priority activity. [Self]
F	142	B.3.b	• Discuss and schedule a team planning meeting. [Lack of time for proactive planning; time spent more on damage control, responding to immediate requests and crises.]
F	142	B.3.b	• Don't let other things take priority and force a planning meeting off the schedule. [Above]
F	2	A.1,2	• Discuss, define, identify team's short-term goals in team meetings. [Team couldn't identify its own short-term goals.]
F	2	A.1,2	• Follow-up on goal fulfillment. [Team couldn't identify its own short-term goals.]
F	3	A.1,2	• Need assistance in defining term, "long-term goal," and identifying the team's long-term goals. [Team lacked clarity about what long-term goals are and what its long-term goals should be.]
M	139	B.3.b	• Identify and establish short- and long-range goals. [Lack of clearly stated goals.]
M	139	B.3.b	• Establish common goals and plans with trusted servants. [Lack of clearly stated goals.]
M	144	B.3.b	• We need to schedule time to plan into normal WSO operations. [Lack of sufficient time for planning and accomplishment of tasks.]
S	122	B.3.a	• Develop better planning for report printing, advance scheduling. [Copying equipment scheduling conflicts.]

3. REVIEWING OWN WORK (21)

WSB	223	C.5	• Include an outcome study in every project plan, designed to identify what worked and what didn't to aid in future project development. [Since we don't do much project planning, it is natural that project evaluation is lacking.]
WSB	223	C.5	• Provide for in-process project review, both within the administering board or committee and from the fellowship. [Above]
ADM	224	C.5	• Annual review session. [Lack of annual review of own work.]
PI	226	C.5	• At our next planning meeting, we should set goals and objectives for the next three years and at the end of each conference year review the year to see if we were able to meet them. [Lack of annual review with a set of standards to evaluate effectiveness and productivity.]
PI	226	C.5	• Develop a set of standards to measure our effectiveness and place them in the long-range plan and evaluate our effectiveness on an annual basis. [Above.]
PI	226	C.5	• Have each committee member do a self-evaluation form that will be discussed by the committee. [Above.]
PI	226	C.5	• Ask ourselves, "Does what we are doing further our primary purpose?" [Above.]
PI	226	C.5	• Ask the fellowship if we are doing okay. [Above.]
PI	226	C.5	• Include annual review of PI products in our long-range PR plan. [Above.]
PI	226	C.5	• Annual review by the committee chair of the work group leaders. [Above.]
PI	226	C.5	• Leadership polls each working group member. [Above.]
PI	226	C.5	• Discuss the annual review in the committee as a whole. [Above.]
PI	226	C.5	• The review process should be proactive, organized, and continual. [Above.]
PI	226	C.5	• Our annual review should be discussed in the <i>PI News</i> . [Above.]
POL	225	C.5	• Review work annually; develop ongoing self-evaluations. [Policy Committee has no annual work review or set standards for committee effectiveness.]
OB	228	C.5	• Ongoing review by WSO board of its work. This does not need to be in-depth or involved to be helpful. [Self]
OB	229	C.5	• Evaluate the impact of what we do to try and carry the message. <i>Individual reports from trusted servants about trips don't count.</i> [Self]
WCC	230	C.5	• Develop an evaluation tool, perhaps even a self-evaluation to be completed by each individual board member. [Self]
WCC	230	C.5	• WCC, with the help of WSO staff, is starting the process of reviewing registration and merchandise history trends. Expanded to include other areas of WCNA, this could be a valuable planning tool. [Self]
C	141	B.3.b	• Evaluation of completed project
P	252	C.5	• Publishing Team should set time aside to have a special meeting to discuss [establishment of performance standards].

4. INTERNAL WORK PROCESSES (130)

WSC	202	C.3	• Practice Twelve Traditions . . . [Ego. Personalities. Best pitch. Lobbying. Turf wars. Own personal agenda. Parliamentary procedure. Mic hogs.]
WSC	202	C.3	• Act globally. [Above]
WSC	202	C.3	• Support each other. [Above]

WSC	202	C.3	• Honesty. [Above]
WSC	203	C.3	• Representatives work toward common solution. [Majority rule; voting.]
WSC	204	C.3	• Experienced trusted servants. [Above]
WSC	209	C.5	• Hold a recovery meeting. [Participant orientation inadequate; leads to mistrust, increases fear and insecurity.]
WSC	215	C.5	• Limit times a person can go to the mic. [Mic hogs]
WSC	97	B.1.b	• Use long-time WSC participants as assets. [Lack of strong leadership—specifically, meeting facilitation skills.]
INT	233	C.5	• Development and adoption of communication protocols. [Utilization of time at face-to-face meetings and on conference calls.]
INT	243	C.5	• Application of the Twelve Steps, Twelve Traditions, and Twelve Concepts. [Lack of trust among committee members.]
INT	271	D.1	• Development of trust among committee members. [Timeliness of communications—extensive review of communications by committee members before sending out.]
WSB	216	C.4	• The WSB should find better use for its agenda time, perhaps scheduling time for the board to meet while non-board-members are doing something else. [Problems with infrequency of meetings and numbers of nontrustees attending them keeping the board from being able to conduct business.]
WSB	231	C.5	• Principles before personalities. Focus on the message, not the messenger. More honesty, less politics. More discussion, fewer potshots. [The board's ability to process input is impaired because its decision-making is not open to staff participation due to accusations and other difficulties from WSB members.]
WSB	231	C.5	• Whatever the ultimate conclusion of a discussion, the pros and cons of the discussion should be reported to contribute to broader fellowship discussion. [Full board review of an item of input tends to be diluted, not pointed so as to make any real difference to the project being reviewed. The fact that the board cannot take a position on anything with less than a two-thirds majority is problematic; nothing controversial or thought-provoking can usually pass the test.]
WSB	232	C.5	• More trust by the WSB in the WSB Steering Committee to establish the agenda. [Poor time, agenda management.]
WSB	232	C.5	• WSB members should take greater personal responsibility for the agenda status. [The board allows members who are not prepared for a meeting to negatively impact the agenda.]
WSB	232	C.5	• WSB meetings must start as scheduled, regardless of whether certain members are late or unprepared. [The board often does not start its meetings on time.]
WSB	269	D.2.all	• The WSB must write procedures for WSB communications and place them in a central manual of procedures for all board members and staff. [There are no written communications guidelines at all.]
WSB	269	D.2.all	• Require individuals to prepare their own reports and participate in the outcome of the editing process. [Staff either writes or edits most conference reports, making the content very formal and insensitive.]
WSB	273	D.1.a	• WSB members must be aware of excluding other members from privileged information. [Distrust of trustees—both by other trustees and by those outside the board—impairs the board's functions.] [Problems especially arise when discussions and decisions only involve some members.]
WSB	273	D.1.a	• Ask the fellowship to elect a more diversified membership to the WSB. [General distrust of WSB, within and without.]
WSB	273	D.1.a	• Portions of the WSB meeting should regularly be devoted to internal conflict resolution. [Distrust]
WSB	273	D.1.a	• Individual WSB members who differ with a full board decision should be responsible to express their dissenting opinion to the board. [Distrust within the board flares when individual board members do not uphold the decisions of the full board.]
WSB	82	B.1.b	• Some method should be found to assess the skills of WSB members, so that they can be assigned tasks they are suited to. [The human factor: We seem to be ignoring the original impetus for an inventory: 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.]
WSB	82	B.1.b	• The WSC should make work assignments to the WSB, and let the WSB in turn assign each task to one of its committees, facilitating division of work within the board according to available resources. [Above]
WSB	82	B.1.b	• The WSB should assign its members to committees after the WSC each year, based on the number and type of work assignments each committee will have. [Above]
WSB	93	B.1.b	• Develop a process WSB members can use to submit input on agenda items they will not be present to discuss in person at a WSB meeting. [When board members attend only parts of meetings, they sometimes do not support decisions they did not participate in, or they ask the board to revisit agenda items.]
WSB	93	B.1.b	• More trust in the WSB by its members. [Above]
WSB	93	B.1.b	• The WSB should hold members accountable for nonparticipation and for wasting the rest of the board's time. [Above]
ADM	244	C.5	• Walk through fear of confrontation until these type issues can be dealt with openly. [Trust or lack of trust is seldom discussed in the open, only in side conversations; large amount of denial that this is an issue.]
OUT	274	D.1.a	• Implement our associate member guidelines as amended by committee at WSC'94. [Committee communications with its own working groups are underdeveloped.]
H&I	235	C.5	• All members of the committee need to practice self-discipline and maintain their sense of unity of purpose. [Orderliness of business meetings. Sometimes disruptive, disorganized, redundant. Don't begin or end on time, are unbusinesslike, dominated by personalities.]
H&I	235	C.5	• Proper preparation for meetings. [Above]
H&I	235	C.5	• Adherence to rules of order, by members as well as leadership. [Above]

H&I	235	C.5	• Eliminate repetition. [Above]
H&I	235	C.5	• Follow agenda. [Above]
H&I	235	C.5	• Review and rewrite, if necessary, committee rules of order. [Above]
H&I	236	C.5	• Better organization. Written procedures. [Committee structure poorly managed.]
H&I	236	C.5	• Better utilization of time and talent. [Committee structure poorly managed.]
H&I	236	C.5	• Better and more frequent communication. [Committee structure poorly managed.]
H&I	275	D.1.a	• Develop written policies concerning formal communications between committee leaders and members. [Communications between leaders, members seems to break down.]
H&I	275	D.1.a	• Initiate conference calls between committee leaders and committee work-group chairs. [Above]
LIT	247	C.5	• Leadership should encourage free expression of opinions. [Self]
LIT	91	B.1.b	• Utilize WSC-LC general members and regional literature subcommittees to form working groups with WSC-LC registered members as leaders. [The choice of meeting sites for the committee prevents it from utilizing working groups.]
PI	237	C.5	• Encourage the committee to work toward consensus. We may find that we have better compliance with our decisions. [Lack of consistent decision-making process within the committee. Sometimes we use our guidelines; sometimes we don't.]
PI	237	C.5	• Apply the Twelve Traditions . . . [Above]
PI	238	C.5	• Schedule work groups as the priority and schedule more work activities at the WSC. [Poor utilization of time at committee meetings.]
PI	238	C.5	• Better scheduling of our meetings. [Too much on the agenda.]
PI	238	C.5	• Prepare better. [Poor preparation. Short attention spans.]
PI	238	C.5	• Let go of the last word (to help the committee better utilize its finite time at meetings).
PI	245	C.5	• More communications among committee members on projects and on social levels. [Lack of trust within WSC PI. Personalities and egos get in the way.]
PI	245	C.5	• Being more honest with our feelings and our thoughts during business meetings. (Don't say it in the hallway—say it in the business meeting.) [Lack of trust within the committee.]
PI	245	C.5	• Reach consensus and learn to let go of what is not yours by working together and being willing to compromise. [Everyone wants to give input and have the last word on everything; "separation anxiety."]
PI	245	C.5	• Follow through with all of our commitments inside and outside of our committee. [Some members of the committee do not follow through with their commitments.]
PI	245	C.5	• We need to keep the communication open and be creative in developing solutions, not just dwelling on the problems and feeling like victims. [Lack of trust within the committee.]
PI	245	C.5	• Less fear, more faith—and the ability to focus on the big picture. [Lack of trust within the committee.]
PI	245	C.5	• Do some team-building exercises with an outside facilitator—but it's got to be fun. [Lack of trust within the committee.]
PI	245	C.5	• Exchange projects within the committee, switching project leaders and not letting one individual become the project. [Lack of trust within the committee.]
PI	245	C.5	• Keep it simple. [Lack of trust within the committee.]
PI	245	C.5	• Honor our commitments. [Some members of the committee do not follow through with their commitments.]
PI	245	C.5	• If we geographically did events together, we would get more information about each other and develop more trust and skills for better flow. [Lack of trust within the committee.]
PI	246	C.5	• Develop a process for conflict resolutions. [Poor conflict resolution within the PI committee. We don't meet often enough. When we meet we have trouble resolving our internal conflicts. The problems are hidden.]
PI	246	C.5	• Open communication, keep everyone informed, face the issues and commit to resolving them, compromise, be more considerate, invite all parties to be involved in the resolution process, practice both unconditional love and spiritual principles. [Above]
PI	276	D.1.a	• Have dinner together. Have a social event. [Poor communication within our committee.]
PI	276	D.1.a	• Apply spiritual principles to our committee. [Poor communication within our committee.]
PI	276	D.1.a	• Make sure that we individually are serving for the right reasons. [Poor communication within our committee.]
PI	276	D.1.a	• Have a "team" attitude. [Poor communication within our committee.]
PI	276	D.1.a	• Elect qualified individuals who can get the job done. [Poor communication within our committee.]
PI	276	D.1.a	• Bring the hallway discussions into open business meetings. No holding back or backbiting. [Poor communication within our committee.]
PI	276	D.1.a	• Better reporting by working group leaders to all members, at least quarterly. [Poor scheduling of time and a lack of respect for human limits in reference to time. We don't meet on a regular basis.]
PI	276	D.1.a	• Make better use of and have timely periodic mailings. [We have haphazard mailings.]
PI	276	D.1.a	• Make a personal commitment to stay in touch with each other by means of monthly phone calls, letters, etc. [Lack of funding for phone calls if not part of the leadership.]
PI	276	D.1.a	• Take, make, find the time to get to know each other. [When we meet we have a hard time being direct and honest with each other.]
PI	324	D.2.b	• Clearly define a production schedule and stick to it. [Inconsistent production schedule for PI publications. Namely, <i>PI News</i> and <i>NA Update</i> .]
PI	324	D.2.b	• Aggressively solicit contributions for publication in <i>PI News</i> and <i>NA Update</i> . [Inconsistent production schedule for PI publications. Namely, <i>PI News</i> and <i>NA Update</i> .]

PI	85a	B.1.b	<ul style="list-style-type: none"> Eliminate work groups and change the focus of the committee to a philosophical idea-generating, directing group. [Lack of effective work distribution within the committee. Assignments for work have been given to whomever has volunteered; hence, everyone ends up on the "fun" work group.]
PI	85a	B.1.b	<ul style="list-style-type: none"> Utilize members' special talents. [Above]
PI	85a	B.1.b	<ul style="list-style-type: none"> Rotating assignments. [Above.]
POL	234	C.5	<ul style="list-style-type: none"> Reduce revisiting previously made decisions; stick with difficult decisions. [Outside influences and pressures have unduly impacted decisions.]
POL	234	C.5	<ul style="list-style-type: none"> Increase communication and decision making between meetings. [Policy committee's rushed decision making has resulted in poor decisions and inconsistency. Limited time encourages reactionary rather than proactive decision making, inadequate short- and long-term planning.]
POL	270	D.2	<ul style="list-style-type: none"> Develop effective communications with integrity. [Poor communication has resulted in inadequate information and a lack of integrity in communication. Sanitized reports lacking in substance, coupled with infrequent contact and limited access to information, have damaged committee and conference communications.]
POL	90	B.1.b	<ul style="list-style-type: none"> Define interested members' role; document; educate. [The roles and responsibilities of interested NA members in committee work is undefined. Lack of role definition prevents wise use of the human resource they represent.]
TRN	239	C.5	<ul style="list-style-type: none"> Schedule calls and meetings more efficiently. [Decision-making, conflict-resolution processes don't work well between meetings, which are few and far between. Communication is difficult between meetings because WSTC members are scattered across the globe. Calls and meetings are few, and we do not have a formal communication process. We need to improve our decision-making, conflict-resolution, and delegation processes.]
TRN	239	C.5	<ul style="list-style-type: none"> Plan better, develop better procedures to maximize the meetings and calls the committee has. [Above]
TRN	239	C.5	<ul style="list-style-type: none"> Use small groups as liaisons to specific local translation committees and language groups between meetings. [Above]
TRN	240	C.5	<ul style="list-style-type: none"> Change the translations evaluation process--formalize it and develop standards. [Evaluation of translated material for conceptual fidelity. Lack of consistent assurance within committee that the actual translations are faithful to NA philosophy. This is one of the committee's primary purposes.]
TRN	240	C.5	<ul style="list-style-type: none"> WSO and WSC should give greater latitude in allocating resources necessary to evaluate translations. [Above]
TRN	240	C.5	<ul style="list-style-type: none"> We need further discussion about the "line" of conceptual fidelity. [Above]
OB	154	C.2	<ul style="list-style-type: none"> Some of our fellowship needs to work its steps before trying to apply traditions. [Systemic dysfunction--so many varied interests and viewpoints, so little leadership.]
OB	277	D.1.a	<ul style="list-style-type: none"> Input and agenda due dates to allow adequate time to collate information. [Lack of timeliness of agenda development and reporting leads to inefficient utilization of resources.]
OB	277	D.1.a	<ul style="list-style-type: none"> Establishment of communication protocol for WSO subcommittees. [Communications within WSO board--poor, between Executive Committee and rest of board; timeliness; no protocol for WSO subcommittee communication. No formal communication between Executive Committee and rest of board.]
OB	85b	B.1.b	<ul style="list-style-type: none"> Utilizing non-board members as ad hoc members of board committees. Perhaps they can be drawn from a pool of experienced NA members without other world service commitments. [Work distribution is not equitable. Executive Committee members have "triple duty" as board members, Executive Committee members, and Interim Committee members. All of us, because of the very things that qualify us for board membership, have very busy professional lives as well as other service commitments. <i>This is a problem endemic to world services. Only those elected to world service leadership positions are allowed to sit on working groups and committees, while there is a vast sea of untapped talent out there in fellowshipland.</i>]
OB	94	B.1.b	<ul style="list-style-type: none"> The WSO board should meet in an open and caring manner to air any and all concerns about fears, politicalization, hidden agenda, nepotism, ambition, cronyism, and anything else that could hinder us in our ability to work together toward common goals. [Trust (or lack thereof). There is a level of distrust among board members that does not get discussed. It is probably less of an issue among WSO board members than elsewhere in world services, but it is an issue nonetheless and should be faced squarely so as to be resolved if possible.]
WCC	242	C.5	<ul style="list-style-type: none"> All WCC board members should receive a rough draft of what was discussed [at the last board meeting], what decisions were made, and what items await board action at the next scheduled meeting. [Planning and receiving information pertaining to decisions. One cannot make major decisions based on sketchy recollections of incomplete information.]
WCC	242	C.5	<ul style="list-style-type: none"> Need to improve WCC's decision-making ability with: <ol style="list-style-type: none"> 1. Planning tools 2. Budget information 3. Better database 4. Recording, distribution of executive committee decisions [Above]
M	251	C.5	<ul style="list-style-type: none"> Review existing policies and propose revisions that would make them more useful to our operations. [Lack of adequate systems to evaluate team's effectiveness.]
M	251	C.5	<ul style="list-style-type: none"> Set aside time to identify systems for which protocols or processes need to be developed and recorded. Analyze such systems and develop simple protocols/processes. [Lack of adequate systems to evaluate team's effectiveness.]
C	141	B.3.b	<ul style="list-style-type: none"> Delay deadlines when possible [when a project has been poorly planned or goals have not been clearly defined]
C	188	C.2	<ul style="list-style-type: none"> Have inter-team problem solving discussions [Self]

C	254	C.4,5	• Create an employee handbook [Self]
C	265	C.5	• Fix the computer program [that should be used to calculate <i>Reaching Out</i> and <i>Conference Report</i> subscriptions]..
C	267	C.5	• Objective discussion by team [regarding accessibility and maintenance of paper, computer files].
C	267	C.5	• Willingness to subscribe to a new and standardized system [of paper and computer file maintenance].
C	27	B.1.a	• Improve . . . work distribution [Self]
C	28	B.1.a	• Improvement of current system [of front-desk phone coverage] by building in standing assignments among five people for each weekday with extras as backup
C	28	B.1.a	• Complete an organizational project for reception area [Covering front-desk duties]
F	194	C.2	• Install voicemail system. [Front-desk coverage]
F	194	C.2	• Install paging system. [Front-desk coverage]
F	253	C.5	• Develop team procedure manuals. [Self]
F	255	C.5	• Foster sense of equality among team members. [Not everyone participates in team meetings.]
F	255	C.5	• Promote more discussion that isn't directly team-related. [Not everyone participates in team meetings.]
F	255	C.5	• Off-site meetings for team-building purposes. [Not everyone participates in team meetings.]
F	262	C.5	• Develop consistent file coding system throughout office. [Self]
F	262	C.5	• Computer and paper files should match whenever possible. [Self]
F	30	B.1.a	• Reassign the network administrator to the appropriate team. [She is grouped with the Fellowship Services Team solely because of the connection between data services and group services.]
P	190	C.2	• Have Loner Group support reassigned to the Group Services component of the Fellowship Services Team, with the Publishing Team providing editorial assistance for the <i>Meeting by Mail</i> . [Loner Group staff have no group service or fellowship development experience.]
P	191	C.2	• Assess availability of editorial staff and notify other teams of such availability. [Permeability of team walls.]
P	191	C.2	• Do a team-by-team assessment of form letters. [Permeability of team walls.]
P	191	C.2	• Utilize editorial staff to copy edit/proof all reports leaving the office. [Permeability of team walls.]
P	25	B.1.a	• During weekly team meetings, mention upcoming work to be done and make assignments to editorial staff. [Sufficient time to do copy edit and proofing.]
P	258	C.5	• Work on the WSO annual report should begin immediately after the completion of the previous one and should be a year-round activity. [Lack of adequate planning for this.]
P	259	C.5	• Give assignment to one staff member, develop protocol for following up on permissions granted. [Self]
P	260	C.5	• Reconfigure design team to include people who have a responsibility for design and production, and include design discussions in planning stage for material to be developed. [Lack of sufficient planning about graphic design of material being developed.]
P	263	C.5	• Review process used to [compile the <i>Conference Report</i> , <i>Digest</i> , and <i>WSO Newslines</i>]. Place it with one team (preferably the Publishing Team); assign one staff member to oversee process (not necessarily team leader). [Duplication of efforts in gathering, editing materials, finalizing copy with leadership, and production coordination.]
N	117	B.2.c	• Find adequate backup vendors for art, printing, binding, mailing, and fulfillment services for magazine. [Self]
N	195	C.2	• Offer the problems to the Management Team for discussion. When doing this, outline clearly the problem areas and the direction sought, giving the management solid options for resolution of this problem. (Point out periodical study as source of information.) [Lack of direction and planning for <i>NW</i> editorial development.]
N	256	C.4,5	• Members of Publishing Team should develop and justify <i>The NA Way's</i> budget to Management Team. [Lack of adequate communication about the <i>NW</i> budget; lack of sufficient information about budgetary matters and magazine's current financial status.]
N	261	C.5	• Once changes are made within the publication environment, a hardcopy of such changes should be forwarded to staff member responsible for data entry. [Uncorrected errors in "Comin' Up" data entry.]
N	266	C.5	• Await Management Team's decisions about the future of the magazine. Then hold a special Publishing Team meeting to plan the implementation of the Management Team's decisions. [Quality problems in graphic design.]

5. BOARD, COMMITTEE GUIDELINES (8)

INT	70	B.1.b	• Develop and establish operational guidelines. [No written responsibilities {internal committee job descriptions}. No operational guidelines for committee.]
ADM	158	C.2	• Create guidelines for any administrative body [even if Admin is done away with in favor of a single board]. [Facilitators, or leaders in relation to conference, other boards and committees? Admin's lack of clear guidelines, role definitions.]

OUT	159	C.2	<ul style="list-style-type: none"> Guidelines for the administration and creation of ad hoc committees should be developed by the WSC Policy Committee and approved by the WSC. [Lack of a clearly defined process for ad hoc committee interface with WSC as a whole. No written guidance for creation, administration of ad hocs.] <ol style="list-style-type: none"> These guidelines should include what an ad hoc committee's duties and responsibilities are, and identify to whom an ad hoc should turn for guidance and support. They should clarify the difference between an ad hoc committee and a standing committee. An ad hoc committee does only the work directed by the conference, and is responsible to the conference. When an ad hoc committee is continuing for an additional year, membership must be appointed or elected from a pool recommended by the existing ad hoc committee. Include funding provisions.
LIT	221	C.5	<ul style="list-style-type: none"> Guideline revision, including delineation of responsibilities and accountability. [Problem IDd: WSCLC guidelines].
PI	72	B.1.b	<ul style="list-style-type: none"> Update our guidelines. [Lack of clarity regarding committee members' roles, duties.]
POL	220	C.5	<ul style="list-style-type: none"> Document guidelines which accurately reflect how Policy operates. [Policy Committee has sketchy documented internal guidelines and no documented planning process. Members are not held accountable for participation.]
WCC	166	C.2	<ul style="list-style-type: none"> The WCC should assume the responsibility for the world convention and utilize the host committee in a strictly support role. [Lack of written guidelines specifying role of host committee and WCC's relation to it.]
WCC	64	B.1.b	<ul style="list-style-type: none"> A new program process. The larger picture is the relationship WCC has to the host committee. [Current WCNA program, speaker selection process lacks procedures for inclusion of more speakers from outside North America.]

6. MEETINGS (20)

WSB	216	C.4	<ul style="list-style-type: none"> The WSB should be given the latitude to move one meeting a year. World services should give the WSB more trust in this matter. [WSB has held February meeting away from LA to facilitate direct interaction with different NA communities. When WSB has tried to move this meeting out of North America, they were refused—even though the cost would be the same—because of the appearance of a world service junket.]
OUT	217	C.5	<ul style="list-style-type: none"> Additional committee meetings, held separate from other events, to focus on project work. [Meeting only at the WSC, and possibly at one quarterly, does not provide adequate time to develop and process input required to complete our work assignments.]
LIT	247	C.5	<ul style="list-style-type: none"> Committee should have more communication, including more meetings and calls. [Impaired ability to express diverse opinions and resolve conflict.]
PI	238	C.5	<ul style="list-style-type: none"> Increase to four meetings per year. [Too much on the agenda of current meetings.]
PI	246	C.5	<ul style="list-style-type: none"> Meet more often. [We don't meet often enough; when we do, we have trouble resolving our internal conflicts.]
PI	276	D.1.a	<ul style="list-style-type: none"> Request four meetings per year. [Poor communication within our committee. We don't meet on a regular basis; when we do, we have hard time being direct and honest with each other.]
POL	218	C.5	<ul style="list-style-type: none"> World services should appropriate resources sufficient to accomplish directed tasks in specified timeline. [This suggestion is related to a perceived shortage of Policy Committee meetings.]
POL	218	C.5	<ul style="list-style-type: none"> Policy should develop reasonable expectations in accordance with time and resource allotment [regarding the number of meetings the committee is permitted to conduct each year].
TRN	165a	B.2.b	<ul style="list-style-type: none"> Meetings need to make more of our time together. One meeting should be in a forum setting. [Lack of resources for translation-related travel and committee meetings. Need for development trips to interface directly with the fellowship. The communications problems experienced by world services normally are compounded by the nature of our work.]
WCC	219	C.4,5	<ul style="list-style-type: none"> WCC has already created a guidelines work group, but the board needs its three presently scheduled meetings each year just for convention operations. WCC needs more meeting time if it is to complete the new guidelines. [Lack of clear, complete, written guidelines and/or operating procedures.]
A	282	D.1.a	<ul style="list-style-type: none"> Improved, more frequent team meetings—at least once a week. [Communication within the team is selective. Communication between teams is inadequate.]
C	196	C.2	<ul style="list-style-type: none"> Regular staff meetings with regular team leader reports. [Full staff does not meet regularly.]
C	196	C.2	<ul style="list-style-type: none"> Recommend staff meetings be held every two months on a regular basis. [Full staff does not meet regularly.]
C	248	C.5	<ul style="list-style-type: none"> Set a time that team meetings will be held each week, regardless of who is not at work that day. [Team does not meet regularly. Team members lose sense of "being a team" without regular meetings.]
C	248	C.5	<ul style="list-style-type: none"> Have team members agree that team meetings are made a priority over other appointments. [Above]
C	41	B.1.a	<ul style="list-style-type: none"> Off-site meetings. [Lack a team development plan. Poor interpersonal working relationships within team.]
M	281	D.1.a	<ul style="list-style-type: none"> More frequent full staff meetings. [Inconsistent communication with other teams.]
P	197	C.2	<ul style="list-style-type: none"> Management Team should facilitate monthly all-staff meetings with reports and structured interteam interaction. [Lack of awareness of individual responsibilities between teams. General communications problems.]
P	249	C.5	<ul style="list-style-type: none"> Have weekly team meetings, regardless of whether all members are available or not. Assign a member to provide update to those members who may not be present. [Lack of sufficient time in team meetings to discuss issues.]
P	249	C.5	<ul style="list-style-type: none"> Have a monthly special meeting focusing on a specific topic. [Above]

7. INITIATING PROJECTS (1)

LIT	199	C.2	• Add to our guidelines a process for initiating projects by the WSC-LC. [Committee lacks proactive direction.]
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8. ESTABLISHING PRIORITIES (14)

WSC	58	B.1.b	• Lives of committees are less important than their projects. [Problems with selecting trusted servants--personality contests, etc.]
WSC	173	C.2	• Create a 3-5 year priority list. [Duplication of services. Undefined boundaries. Lack of direction.]
WSC	213	C.5	• Establish priorities and clear definitions. [Personal, regional, and committee agenda getting in the way of making the best decisions for the fellowship as a whole.]
WSC	214	C.5	• Establish priorities. [Lengthy WSC sessions.]
WSC	272	D.1	• Establish priorities. [Lack of communication within and between standing committees.]
WSB	108	B.2.b	• The WSC should have a discussion of what it considers truly important. [The WSB has no control over its budget, no budget related to goals, no long-range budget, and feels Interim micromanages the board through budgetary control.]
WSB	123	B.3.b	• Allow the WSC to prioritize the work it gives the WSB, with the understanding that it can't all be done. [There is no long-range plan to accomplish any of the WSB's long-range goals.]
H&I	102	B.2.b	• A shift in WSC spending priorities. [Insufficient funds allocated to H&I.]
TRN	148	B.3.b	• World services should make translation work a priority. [It's not.]
C	248	C.5	• Have team members agree that team meetings are made a priority over other appointments [Our team does not meet regularly, and it thus loses its sense of being a team.]
C	27	B.1.a	• Effective prioritization at management level. [Uneven work distribution and lack of effective delegation.]
C	298	D.1.b	• When something is noted as being very important, all of us should be required to postpone our other activities, or plan them outside of the time devoted to high priority activity. [We don't have perspective on decisions being made by conference and office leadership, or their importance.]
F	193	C.2	• Exchange sufficient information to establish priorities. [Cooperation between teams needs coordination.]
P	21	B.1.a	• Identify additional R&D projects staff would like to engage in. Identify their value to the organization. Prioritize them. If they are of sufficient priority, allocate staff. [Staff shortage leads to lack of time to do R&D work.]

9. BUDGETING AND FUND ALLOCATION; ALTERNATIVE BUDGET MANAGEMENT IDEAS (18)

INT	125	B.3.b	• Complete funding criteria procedure. [No long-term goals. Without them, budget, unified budget, and travel plans difficult to make.]
INT	148	B.3.b	• Time must be set aside for budget planning. [Self]
INT	99	B.2.b	• Develop and establish criteria and protocol [for funding allocation decisions]. [Lack thereof puts Interim in awkward position, and breeds confusion and antagonism.]
WSB	108	B.2.b	• Increase world service communications with fellowship at large [regarding budget management and its relation to the fulfillment of fellowship goals]. [Underlying problem with limited funds for world services in general.]
WSB	108	B.2.b	• Replace current budgeting and funding system with a block-grant system to fund world service entities. [The WSB has no control over its own budget. Interim budget decisions effectively override key WSB project decisions.]
WSB	108	B.2.b	• Require project plans for all expenditures. Once approved, allocate the funds to the project and allow the project administration to manage those funds according to their plan. Develop an oversight committee to review project performance and evaluate funding requests that are over and above the block-grant allocation for the project. This would eliminate administrative micromanagement. [WSB's lack of control of funds needed for its projects.]
OUT	100	B.2.b	• To fulfill our primary purpose, all ad hoc committees should be allocated a basic budget, which would include some attendance at committee meetings, WSO staff support, and communications with the fellowship. [Outreach lacked minimum operational budget.]
OUT	147	B.3.b	• Establish a "basic budget" for all committees. [Note: Budgets should include staff time.] [Committee has goals, but budget has not been set to fulfill those goals.]
H&I	102	B.2.b	• A budget is prepared by leadership for discussion at a committee meeting. Leadership then presents it to Interim. [Insufficient funds allocated to H&I. Insufficient committee input into WSC H&I budget.]
H&I	102	B.2.b	• Education of RSRs about H&I [regarding the committee's need for funds]. [Same]
H&I	102	B.2.b	• Develop criteria for funding requests. [Same]
H&I	180	C.2	• A set amount should be incorporated into the WSC H&I budget for local H&I event participation, with WSC H&I leadership making the decision about who is sent according to experience and location. [Persons other than WSC H&I members are being sent to local H&I events, with no input or control from WSC H&I Committee.]

PI	103	B.2.b	<ul style="list-style-type: none"> Supply the WSC PI Committee with a percentage of the annual budget and allow us to administer it ourselves. [Lack of adequate funding to function as a WSC public information committee.]
POL	101	B.2.b	<ul style="list-style-type: none"> Provide accurate, inclusive reports of all expenditures and develop budgets accordingly. [Actual expenses for services are not documented {that is, personal}.]
TRN	105a	B.2.b	<ul style="list-style-type: none"> More flexibility in the budget, allowing for planning and carrying out of trips and meetings as needed. Whether discretion is left to Interim or WSTC is not a concern. [Lack of resources for translation-related travel and committee meetings.]
TRN	105b	B.2.b	<ul style="list-style-type: none"> Dedicate more resources to translation work, especially at the WSO. [Lack of resources to begin new projects.]
OB	109	B.2.b	<ul style="list-style-type: none"> Require well-researched financial impact on WSO with each motion. [WSO annual budget unpredictably impacted by decisions made at WSC.]
OB	109	B.2.b	<ul style="list-style-type: none"> Full and constant disclosure of finite WSO resources available to WSC. [Same]

10. EFFECTIVE DELEGATION (10)

WSC	173	C.2	<ul style="list-style-type: none"> Delegation. [Duplication of services. Undefined boundaries. Lack of direction.]
WSC	215	C.5	<ul style="list-style-type: none"> Delegate responsibility and grant authority. [Micromanagement of world service operations from the conference floor.]
INT	125	B.3.b	<ul style="list-style-type: none"> Clear lines of responsibility and corresponding authority. [No long-term goals.]
WSB	155	C.5	<ul style="list-style-type: none"> Elect leaders, identify the area of responsibility in which you expect them to serve, and identify the range of authority you will allow them to exercise in fulfilling that responsibility. [Inadequate delegation of responsibility and authority, both from the conference to the WSB and from the WSB to its committees.]
WSB	155	C.5	<ul style="list-style-type: none"> Throughout any project, communications must be maintained between the project administrator(s) and the person, body, or bodies who commissioned the project. [Inadequate delegation]
WSB	155	C.5	<ul style="list-style-type: none"> When establishing a project, clearly identify parameters within which the body administering the project can make relevant decisions about spending, holding meetings, conducting conference calls, and recruiting help. [Inadequate delegation]
OB	153	C, all	<ul style="list-style-type: none"> Total reorganization of world services on a more functional basis, with simultaneous assignment of authority and responsibility. [Convolutd service structure makes effective decision making very difficult. The WSO board is responsible for the business development of NA's primary service center; entanglements with the other service arms drag the WSO business planning process out to such an extent as to invalidate it.]
OB	7	B.1.a, b	<ul style="list-style-type: none"> Task delegation in non-crisis situations. [Work is assigned to people with a history of producing; no time to try out new people to see if they are capable and where they need training.]
M	170	C.2	<ul style="list-style-type: none"> Begin to delegate to other managers the responsibility for the conducting full staff meetings. This will visibly affirm management's commitment to [the team] concept. [The focal point in full staff meetings is still the executive managers, which doesn't affirm management's commitment to the team approach to the staff.]
C	27	B.1.a	<ul style="list-style-type: none"> Improve delegation skills . . . [Uneven work distribution and lack of effective delegation.]

11. LEADERSHIP (6)

WSC	205	C.3	<ul style="list-style-type: none"> Respect recommendations of leaders [when engaging in decision-making activity]. [Various shortcomings in conference decision-making procedures.]
WSC	97	B.1.b	<ul style="list-style-type: none"> Accountability [for way in which leadership is, or is not, exercised]. [Lack of strong leadership—specifically, meeting facilitation skills.]
POL	234	C.5	<ul style="list-style-type: none"> Demonstrate effective leadership by addressing causal issues rather than solely addressing resulting problems. [Rushed decision making has resulted in poor decisions, inconsistency.]
POL	292	D.1.b, c	<ul style="list-style-type: none"> . . . demonstrate effective leadership [regarding perception of committee and its work]. [Fear of perception of committee and its work.]
OB	154	C.2	<ul style="list-style-type: none"> We need leaders. [Systemic dysfunction springing from lack of leadership.]
S	42	B.1.a	<ul style="list-style-type: none"> Team leader's commitment to adapt his leadership style. [Lack of team cohesion. The team leader has functioned more as an old-style manager than a team leader.]

12. EXECUTIVE COMMITTEES (6)

OB	277	D.1.a	<ul style="list-style-type: none"> Prepare brief written summary at end of Executive Committee conference calls, mailed to rest of board. [No formal communication between Executive Committee and rest of board.]
OB	278	D.1.a	<ul style="list-style-type: none"> Summary of Executive Committee calls would be helpful, but the problem is this would have to be reviewed and approved [which would make it less timely]. [Communication from Executive Committee and other board members only occurs at board meetings.]

OB	85b	B.1.b	<ul style="list-style-type: none"> Rotating board-meeting facilitator. [Work distribution is not equitable. Executive Committee members have triple duty as board members, Executive Committee members, and Interim Committee members.]
OB	85b	B.1.b	<ul style="list-style-type: none"> Rotating board members onto Executive Committee calls, meetings, etc. [Work distribution is not equitable. Only those elected to world service leadership positions are allowed to sit on working groups and committees, while there is a vast sea of untapped talent out there in fellowshipland.]
WCC	242	C.5	<ul style="list-style-type: none"> Need to improve WCC's decision-making ability with recording, distribution of executive committee decisions. [Board cannot make good decisions without good, complete information.]
WCC	280	D.1.a	<ul style="list-style-type: none"> A brief monthly report sent to all WCC board members pertaining to any and all information talked about or decided upon either by the executive committee or by any of the working groups. [Need to improve communication within WCC board.]

13. IMPROVING WORLD SERVICE COMMUNICATIONS, COOPERATION (40)

WSC	172	C.2	<ul style="list-style-type: none"> Step Twelve. [The intent of this suggestion is that if boards and committees practiced the Twelfth Step, they could resolve many if not most of the conflicts they experience.] [Lack of trust, mutual respect between WSC and WSB.]
WSC	173	C.2	<ul style="list-style-type: none"> Utilize those associated for a time with the WSC as personnel assets [in clarifying conflicts and solutions]. [Duplication of services. Undefined boundaries. Lack of direction.]
INT	125	B.3.b	<ul style="list-style-type: none"> Complete communications protocol procedure. [No long-term goals, and no related planning.]
INT	271	D.1	<ul style="list-style-type: none"> Adoption of communications protocol. [Communications problems: accuracy, burdensome procedures, timeliness.]
WSB	284	D.1.b	<ul style="list-style-type: none"> Develop better ways of sharing information between boards and committees. Less jumping to negative conclusion about what another body is doing when we are not involved and don't have good information on what is actually going on. The <i>Conference Report</i> is long and involved, and is not what is typically needed between boards and committees. [Poor communication between WSB and other world service entities.]
WSB	284	D.1.b	<ul style="list-style-type: none"> More face-to-face interaction between boards and committees. [Same]
WSB	285	D.1.b	<ul style="list-style-type: none"> Encourage open dialogue between the boards and committees to develop open, frank relationships. [Intra-world service communications lack openness and frankness, are territorial.]
OUT	178	C.2	<ul style="list-style-type: none"> There needs to be a method to enforce conference decisions between conferences. [Outreach Committee's perception that Admin had misinterpreted the WSC's directions regarding Outreach's membership needs.]
OUT	286	D.1.b	<ul style="list-style-type: none"> Have some kind of regular non-motion, non-decision-making world leadership meetings for the purpose of intercommittee and board communication. [Inadequate communication between boards and committees within same level of service.]
OUT	286	D.1.b	<ul style="list-style-type: none"> Outreach ad hoc committee quarterly report to other world service boards and committees and registered local outreach subcommittees. [Same]
H&I	287	D.1.b	<ul style="list-style-type: none"> Have regularly scheduled leadership meetings between chairs and vice chairs of all WSC committees and boards. [Problems with communication with other WSC boards and committees. Lack of awareness of what other boards and committees are doing results in duplication of services.]
H&I	287	D.1.b	<ul style="list-style-type: none"> Network with other WSC boards and committees. [Same]
H&I	287	D.1.b	<ul style="list-style-type: none"> Adopt an attitude of openness with respect to other boards and committees. [Same]
LIT	289	D.1.b	<ul style="list-style-type: none"> Improve working relationship within the WSC so as to get a better perspective on fellowship needs. [WSC-LC perceives communication problem among all elements of WSC board and committee system.]
LIT	320	D.2	<ul style="list-style-type: none"> Encourage interrelatedness of Translations and Literature. [WSC-LC has difficulty communicating with portion of the fellowship that cannot speak English.]
PI	288	D.1.b	<ul style="list-style-type: none"> Cooperate with other boards and committees about their decisions that affect us. [Poor communications with other elements of world services. No direct lines of communication. Communication forms vary with the situation (letter, phone, fax, etc.).]
PI	288	D.1.b	<ul style="list-style-type: none"> Proactive communication with other boards and committees, and lead by example. [Same]
POL	270	D.2	<ul style="list-style-type: none"> Open up communication channels by making time to discuss works-in-progress within and between committees. [Infrequent contact and limited access to information have damaged committee and conference communications.]
POL	270	D.2	<ul style="list-style-type: none"> Include committee members on WSC participant mailing list. [Same]
POL	292	D.1.b, c	<ul style="list-style-type: none"> Increase committee resolve [regarding the image put forth of the committee and its work]. [Fear of perception of our committee and its work.]
TRN	164	C.2	<ul style="list-style-type: none"> Include the WSTC chair in world service meetings and communications. [Currently isn't.]
TRN	317	D.2	<ul style="list-style-type: none"> Clarify what falls under the FIPT category of service materials. <i>Need direction from WSO board.</i> [Translations of service materials is not adequately covered in our policy.]
TRN	321	D.2	<ul style="list-style-type: none"> Identify what communications and periodicals get translated by whom into what languages, when, and where. [There is a lack of clarity and definition about what gets translated by world services and by whom, in which languages, when, and where.]
TRN	321	D.2	<ul style="list-style-type: none"> Provide the resources necessary to accomplish such translations. [Re. the translation of world service communications and periodicals as above.]

OB	290	D.1.b	• Allow trusted servants to communicate as individuals instead of as boards. [Communication channels are too formal between WSO board and other boards and committees in world service.]
OB	290	D.1.b	• Deformalize communications (for example, the Interim report). Have friendly reports. [Above. Plus, communications autocratic.]
OB	290	D.1.b	• Consider message first, then choose appropriate medium. [Above—medium over message.]
A	282	D.1.a	• More written communication within the team, especially between team meetings. [Communication within the team is selective.]
A	282	D.1.a	• Interteam communication may be improved by increasing written communication and relying less on verbal communication. [Communication between teams is inadequate.]
A	107	B.2.b	• Provide more information on WSO financial status in all-staff meetings. [Incomplete awareness of WSO financial status and process for making financial decisions causes envy and has generally negative affect on morale.]
C	188	C.2	• A centralized fellowship information file could provide assistance to all teams [and reduce duplication of services]. [Self]
C	294	D.1.b	• There should be some group, probably of trusted servants, we can look to as a resource for all projects—even those that are not deemed crucially important. Some projects need guidance, not just conference floor criticism. [Special projects get more focused attention than ongoing responsibilities.]
C	295	D.1.b	• Maybe board, committee reports could be written by staff under the guidance of the leadership. Have them approved by leadership after staff has written them. [Reliance on board and committee leadership to submit reports and approve edits in a timely and efficient manner.]
C	299	D.1.b	• Trusted servants and team members following the communication protocol. [Fear of giving out information because it may have been changed by some new decision.]
C	299	D.1.b	• Letting go of need to have answers. [Fear of giving out information that may have changed.]
F	193	C.2	• Establish interteam communications, cooperation protocols. [Assistance to other teams needs coordination to be effective.]
F	193	C.2	• Exchange sufficient information to establish priorities. [Same]
F	298	D.1.b	• Establish limits and stick to them. [Staff's tendency to overextend itself in supporting the conference at WSC events.]
F	298	D.1.b	• Make our responsibilities, procedures, and schedules clear to the trusted servants with whom we work. [Same]
N	297	D.1.b	• Discuss problems with magazine's editorial board over a number of conference calls. [Lack of direction and planning for editorial development of <i>The NA Way</i> .]

14. FELLOWSHIP SERVICES, COMMUNICATION (46)

WSB	174	C.2	• Develop more user-friendly material for use by trusted servants at all levels of our service structure, so that the roles of different world service units are more widely understood. [Lack of clear definition of roles and responsibilities of different components of world services.]
WSB	174	C.2	• Have more direct interaction with our fellowship, particularly in workshop settings, to enhance fellowship understanding of roles and responsibilities within world services. [Same]
WSB	301	D.1.c	• WSB should schedule workshops or attend conventions in different locations to facilitate regular, direct interaction with the fellowship-at-large. [WSB's inability to identify and address internal fellowship problems.]
WSB	301	D.1.c	• We need to become focused on fellowship needs and have the fellowship itself identify the most relevant issues at the time. We then need to be responsive to those needs. [World services serves the service structure, not the fellowship.]
WSB	301	D.1.c	• We need to provide tools for discussion to help local NA communities solve their own problems and arrive at their own conclusions to fellowship questions. [We spend so much time focusing on what the service structure should be that we never consider what the service structure should accomplish.]
WSB	302	D.1.c	• Develop a consistent communications/education program to explain to the fellowship-at-large the nature, value, and cost of fellowship development activities. [The fellowship lacks sufficient information about development activities to assess their value.]
WSB	302	D.1.c	• World services needs to find better ways to communicate directly with the NA groups. [Same]
WSB	303	D.1.c	• Enhance fellowshipwide communication. Timeliness, translations, and what is communicated to whom all need to be examined. [World service communications with the groups are not assured by present procedures—that is, through the RSCs, then through the ASCs.]
WSB	303	D.1.c	• Encourage increased use of regional assemblies, where GSRs interact directly with their region's representatives to world services. [Same]
OUT	304	D.1.c	• Complete the <i>Outreach Handbook</i> and guide the development of outreach efforts within our fellowship. [There is a lack of accurate information communicated within the fellowship about outreach.]
OUT	322	D.2.a	• Produce simplified service materials that can be easily translated. [Lack]
H&I	305	D.1.c	• Fund participation of WSC H&I members in local H&I events. [Lack of interaction with fellowship.]
H&I	305	D.1.c	• Maintain calendar of local H&I events so as to plan WSC H&I participation more consistently. [Same]
H&I	305	D.1.c	• Educate ASC and RSC H&Is that WSC H&I members are available—maybe they could help with funding. [Same]

H&I	306	D.1.c	• Better utilize existing communications tools (<i>Conference Report</i> and <i>Digest</i> , <i>Reaching Out</i> , etc.). [Poor communication with fellowship about who WSC H&I is and what it can do.]
H&I	306	D.1.c	• Increase direct communications with area and regional H&I subcommittees. [Same]
LIT	310	D.1.c	• Include protocol in rewritten guidelines for three regular summary reports [each year]. [Communications breakdown between WSC-LC and local lit subcommittees.]
LIT	320	D.2	• Literature outreach. [WSC-LC has problem communicating with portion of fellowship that does not speak English.]
PI	308	D.1.c	• Use of continental resource groups could be a great help and provide a big savings to NA. [Many NA members do not understand PI and do not support the PI committee. WSC PI has limited communication and interaction with local levels of service. There is limited funding for WSC PI attendance at local events.]
PI	308	D.1.c	• We could provide our own funding to attend events in our region locally or close to us geographically. [Same]
PI	308	D.1.c	• Further define the relation of public relations to public information and communicate that effectively to the fellowship. [Same]
PI	308	D.1.c	• Develop a budget line item for attendance at local PI learning events. [Same]
PI	308	D.1.c	• Communicate with the regions that it is their responsibility to request PI attendance at local PI learning events. [Same]
PI	309	D.1.c	• Regular production of the <i>PI News</i> with an international focus. [Poor communication between committee and the fellowship. <i>PI News</i> goes out on an irregular basis. Committee behavior, and lack of fluency in multiple languages, limits committee's worldwide appeal.]
PI	309	D.1.c	• Translate the <i>PI News</i> . [Same]
PI	309	D.1.c	• Increase input to the <i>Conference Report</i> and <i>Digest</i> . [Same]
PI	309	D.1.c	• Develop new ways to communicate. [Same]
PI	319	D.2	• Begin a dialogue with Translation to gather information about the needs of NA communities around the world. [Lack of a process to ensure translatability and adaptability of PI service materials.]
PI	325	D.1.c	• Put notices in the <i>Conference Report</i> and <i>Digest</i> and in <i>PI News</i> that WSC PI members are available as resources for local PI learning events. [No master plan to increase WSC PI participation in local learning days.]
POL	292	D.1.b, c	• Increase committee resolve [regarding the image put forth of the committee and its work]. [Policy Committee fears others perceptions of the committee and its work.]
POL	318	D.2	• Increase translations and availability of translated material to membership. [There are no steps taken to ensure Policy material is translatable or translated.]
TRN	311	D.1.c	• Increase staff assigned to WSTC. [Communications breakdowns, untimely communications--within WSTC, and between WSTC and local translation committees. We don't have enough staff to handle the volume of communications effectively.]
TRN	311	D.1.c	• Develop procedures for handling WSTC communications, within the committee, and between the WSTC and local translation committees. [Communications breakdown, as above. Our procedures about what to do with communications don't work very well.]
TRN	317	D.2	• Amend translation policy re. service materials, and communicate to local translation committees that the amendment has taken place. [Translations of service materials is not adequately covered in our policy.]
OB	312	D.1.c	• Enhanced telecommunications systems. [Communication with fellowship culturally insensitive; lack of awareness of and responsiveness to needs of fellowship; inadequate and inappropriate communication channels. We communicate indirectly rather than directly with the fellowship.]
OB	312	D.1.c	• Increase face-to-face contact with fellowship worldwide. [Same]
OB	313	D.1.c	• Focus on understanding our customers and getting a harmonious result rather than showing them who's boss. Personal contact and honest acknowledgment of our own weaknesses seem to work wonders. Some people out there actually believe in goodwill. [Written communication is often high-handed and antagonistic, exacerbating the very problem it seeks to contain.]
WCC	328	E.2-3	• Hold more convention workshops. [No services provided by WCC directly to regions or areas.]
WCC	328	E.2-3	• Finish revision of the <i>Convention Handbook</i> . [Same]
F	314	D.1.c	• Honestly, directly confront fellowship with need for current, correct information. Educate the fellowship. [Rampant database inaccuracies. Insufficient data, infrequent updates from fellowship.]
F	315	D.1.c	• Use acknowledgment letters for immediate response. [Correspondence not turned around quickly enough. Long orientation process. Frequent rewrites, review by one or more staff members.]
F	315	D.1.c	• Hire additional staff. [Same]
F	316	D.1.c	• Voice mail. [Phone problems: inconsistent responses; lack of coherent procedure or policy for standard responses; inadequate screening, inappropriate routing at front desk.]
F	316	D.1.c	• Procedure manual for standard responses to telephone queries. [Same]
F	316	D.1.c	• "In and out" systems. [Same]
P	326	D.1.c	• Add notice to first page of <i>Meeting by Mail</i> that it should not be distributed to jails. [MBM is being distributed in some jails, but should not be because it shows the mailing addresses of outside members.]

15. INTERNATIONALIZING WORLD SERVICES (13)

WSC	65	B.1.b	• Rotate quarterlies outside USA. [Lack of diversity in NA leadership.]
WSC	81	B.1.b	• Translate selected summaries of world service communications throughout the year. [Problem: Inequality between voting participants due to lack of knowledge. Lack of translated world service communications perpetuates this inequality.]
WSC	303.5	D.1.c	• Find and use appropriate shipping/transmission methods to ensure timely delivery of the CAR to all NA communities and all conference participants worldwide. [Problem: CAR arrives too late to be used. The CAR arrives at many worldwide destinations too late for NA communities to fully discuss its contents and instruct their conference representative.]
WSC	323	D.2.a	• Translate the CAR into the other languages most widely used by NA communities. [Problem: English-language CAR can't be used in many places. The CAR is not translated. Communities that are not English-speaking are unable to participate in discussion of motions listed and issues raised in the CAR.]
PI	61	B.1.b	• Change the focus from a national PI committee to world PI committee with special care taken to support the fellowship worldwide. [North American focus of PI committee.]
PI	61	B.1.b	• Work more closely with Translation to produce PI service materials. [Same]
PI	61	B.1.b	• Develop ongoing dialogues with international communities. [Same]
PI	61	B.1.b	• We need to recruit members from outside the USA and Canada and attempt to secure funding for them to travel to quarterlies and the WSC. [Membership—lack of international nominees, and lack of funding.]
PI	61	B.1.b	• Make a learning forum for RSRs worldwide at the WSC annual meeting. [North American focus.]
POL	60	B.1.b	• Explore national level of service. Then explore cost equalization for the then-smaller pool of world-level trusted servants. [Policy Committee membership lacks diversity; reflects conference composition, not fellowship. Linguistic, financial, cultural barriers restrict participation.]
POL	60	B.1.b	• [Same problem as above.] Further inclusion steps would be to: 1. approach those not included for input 2. encourage all members to serve 3. increase translations
WCC	64	B.1.b	• Solicit input from RSRs via written correspondence to help with selection process for speakers from outside North America. [Current WCNA speaker selection process lacks procedures for inclusion of more speakers from outside North America.]
WCC	92	B.1.b	• Make WCNA more representative of world services. WCC will incorporate more service workshops into the WCNA program. [Underutilization of world trusted servants at WCNA events, primarily service workshops. The WSC has little, if anything, to do with the world convention as an event.]

16. DELEGATE FUNDING (2)

WSC	110	B.2.b	• Fund all (regional representatives) or none. [Lack of funding equity; non-USA participants singled out. Funding differences is a breach of principle of anonymity.]
WSC	110	B.2.b	• Further investigate cost equalization. [Same]

17. WSC TIMEFRAME (3)

WSC	137	B.3.b	• Hold the WSC every two years, to help us make long-range plans. [Lack of long-term WSC planning.]
WSB	122	B.3.b	• Hold WSC business sessions every other year. [One-year conference time frame yields short-term focus.]
OB	133	B.3.b	• Change timeframe of conference work cycle by changing period of WSC meeting. Instead of every year, have the conference meet every three, or five, or seven years—enough time for a project to have run, and enough time before the next WSC to plan other projects. [Annual cycle does not support effective planning. We "plan" from year to year, yet most projects run from three to seven years.]

18. MOTIONS AND ISSUES, VOTING AND CONSENSUS BUILDING AT THE CONFERENCE (22)

WSC	138	B.3.b	• Reduce number of motions added at WSC (earlier cut-off) and increase discussion (small groups). [WSC task-oriented rather than long-range; doesn't look at "big picture"; reactionary, crisis- and dollar-driven, all short-term. Increasing number of motions in CAR and more at WSC creates pressure to limit discussion.]
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WSC	200	C.3	<ul style="list-style-type: none"> Change the job description of the RSR to promote a shift toward consensus building. [Decision making at WSC is based on majority rules rather than consensus. Three pros and cons, not open discussion. "How many does it take to pass?"]
WSC	202	C.3	<ul style="list-style-type: none"> Become more issue-oriented. [Political, personal wrangling.]
WSC	203	C.3	<ul style="list-style-type: none"> Build consensus, possibly from base of issue-discussion format. [Majority rule.]
WSC	203	C.3	<ul style="list-style-type: none"> Listening. [Majority rule]
WSC	204	C.3	<ul style="list-style-type: none"> Issues. [Business sessions, politics, "motion madness."]
WSC	204	C.3	<ul style="list-style-type: none"> More small groups, panels. [Same]
WSC	204	C.3	<ul style="list-style-type: none"> More quarterlies. [Same]
WSC	204	C.3	<ul style="list-style-type: none"> Discussion of principles. [Same]
WSC	205	C.3	<ul style="list-style-type: none"> [Pre-process issues through] zonal discussions. [WSC voting not reflective. Shortness of conference year detrimental to process. Decisions needed too quickly—short timeline.]
WSC	205	C.3	<ul style="list-style-type: none"> Small-group discussions before business. [Same]
WSC	205	C.3	<ul style="list-style-type: none"> No voting. [Same, plus motion makers influence with personality, salesmanship.]
WSC	206	C.5	<ul style="list-style-type: none"> Eliminate the new business session at the WSC annual meeting, and vote only on those motions presented in the CAR after one year of fellowship discussion. [The current structure of the WSC promotes "motion madness."]
WSC	210	C.5	<ul style="list-style-type: none"> Have all motions non-amendable. [The WSC agenda is lacks organization. Motions are not prioritized. Unnecessary motions are presented. All this leaves little time for discussion.]
WSC	210	C.5	<ul style="list-style-type: none"> Have all new motions presented out for one year of discussion. [Same]
WSC	211	C.5	<ul style="list-style-type: none"> Set aside specific time for informal discussion at WSC. [Lack thereof.]
WSC	213	C.5	<ul style="list-style-type: none"> Move away from regional agenda. [Regional "wants" unduly affect the process.]
WSC	213	C.5	<ul style="list-style-type: none"> Discuss issues. [Personal, regional, and committee agenda, both stated and unstated, unduly affect conference discussions.]
WSC	215	C.5	<ul style="list-style-type: none"> Create issue-CAR during conference. [Those who know Robert's Rules can force agenda on the conference floor.]
WSC	80	B.1.b	<ul style="list-style-type: none"> Education about issues. [Lack of education and orientation of conference participants by conference participants, particularly RSRs.]
WSB	108	B.2.b	<ul style="list-style-type: none"> All WSC participants should let go of pet projects and motions and enter discussion sessions with open minds. [Solution proposed arose from statement of problems related to project funding, allocation priorities, budget management.]
WSB	108	B.2.b	<ul style="list-style-type: none"> Reduce the impulsiveness in the WSC decision-making process. [Same]

19. CONFERENCE AGENDA REPORT (5)

WSC	200	C.3	<ul style="list-style-type: none"> Change the CAR format to issues rather than motions. [Decision making at WSC is based on majority rules rather than consensus.]
WSC	206	C.5	<ul style="list-style-type: none"> Create a two-part CAR, one for discussion items, the other for non-amendable motions. [The current structure of the WSC promotes "motion madness."]
WSC	206	C.5	<ul style="list-style-type: none"> Eliminate the new business session at the WSC annual meeting, and vote only on those motions presented in the CAR after one year of fellowship discussion. [Same]
WSC	207	C.5	<ul style="list-style-type: none"> Create an issue-oriented CAR, which would result in increased participation and turn the WSC into an information-gathering and issue-resolution forum. [The motion-oriented CAR fosters a sense of belonging for some individuals, but for others it creates disunity.]
WSC	215	C.5	<ul style="list-style-type: none"> Create issue-CAR during conference. [Suggestion arose from problems with parliamentary procedures, world service micromanagement from the conference floor, and mic hogs.]

20. ZONAL FORUMS (8)

WSC	149	C.1	<ul style="list-style-type: none"> Create a forum for zonal communication. [Zones have sprung up rapidly since Dallas WSC but have not been given any formal direction or support by world services. The next few solutions arose in the course of discussing the next step in zonal development.]
WSC	150	C.1	<ul style="list-style-type: none"> Make time at WSC for zonal communication. [Same]
WSC	151	C.1	<ul style="list-style-type: none"> Empower zonal forums. [Same]
WSC	151	C.1	<ul style="list-style-type: none"> Have the WSC define and give purpose to zonal forums. [Same]
WSC	152	C.1	<ul style="list-style-type: none"> Make conference funds available for zonal forums. [Same]
WSC	152	C.1	<ul style="list-style-type: none"> Create a cost-equalization plan for participation at zonal forums. [Same]
WSC	201	C.3	<ul style="list-style-type: none"> Encourage the USA regions to consider consolidating [into zones for purposes of mutual support and WSC representation]. [Perception that USA represented disproportionately at WSC.]
WSC	201	C.3	<ul style="list-style-type: none"> Encourage the WSC to move toward zonal representation. [Same]

21. PROFESSIONAL (NON-NA) EVENTS (3)

WSB	302	D.1.c	<ul style="list-style-type: none"> Publish trip reports and accounts of non-NA professional events in periodicals that reach ASCs and groups. [The fellowship lacks sufficient information about development activities to assess their value.]
PI	181	C.2	<ul style="list-style-type: none"> All professional (non-NA) events should be a training exercise. [Lack of input into and participation in professional (non-NA) events. The training of additional trusted servants to participate in these events is key.]
PI	181	C.2	<ul style="list-style-type: none"> PI Committee leadership should work in conjunction with the Interim Committee and WSB External Affairs to decide what events to attend and who should go. [PI Committee not aware of upcoming professional events, has limited input, and is not asked to participate. The committee finds out about them after the decision has been made, but doesn't have input into the decision.]

22. OTHER PUBLIC RELATIONS ACTIVITY (4)

WSB	329	E.5	<ul style="list-style-type: none"> Expand activities, increase concentration on WSB public communications. [Lack of WSB communication with the public.]
WSB	329	E.5	<ul style="list-style-type: none"> Increase the WSB linkage with the WSO so as to participate at greater depth in external communications. [Same]
C	330	E.5	<ul style="list-style-type: none"> Create office guidelines for basic referrals to agencies that can assist people in ways NA can't. [Inability to assist people whose needs are outside the scope of what NA does.]
C	331	E.5	<ul style="list-style-type: none"> Develop some plan for ongoing contact with [non-NA] organizations [with which we come in touch]. The office should also impress this need on trusted servants. [Non-development of our relationships with non-NA agencies that help addicts.]

23. ROLES, RESPONSIBILITIES OF WORLD SERVICE PERSONNEL (13)

WSB	66	B.1.b	<ul style="list-style-type: none"> World service should develop a code of conduct and/or an ethics policy in the course of clarifying participants' roles, responsibilities, and interactions. [None currently exists.]
WSB	67	B.1.b	<ul style="list-style-type: none"> Develop a standard and procedure of accountability for WSB members. [WSB has no measure, no process of accountability for its members.]
WSB	68	B.1.b	<ul style="list-style-type: none"> Create a policy and procedure manual that reflects current WSB practices. [WSB members are unclear about their roles. There is no manual or orientation program laying it out.]
ADM	84	B.1.b	<ul style="list-style-type: none"> Establish committee guidelines containing description of duties of each Admin member. [Lack of clarity of roles, responsibilities of members. Overlap of responsibility and duplication of effort minimizes effectiveness of work being done.]
PI	72	B.1.b	<ul style="list-style-type: none"> ... redefine ... the roles and responsibilities of [the committee's] members. [Lack of clarity regarding roles and responsibilities. "I didn't know I was supposed to do that."]
TRN	164	C.2	<ul style="list-style-type: none"> Clarify role of dual WSTC members. [There is confusion about their roles, especially whether they speak at WSTC for the other entities to which they belong.]
TRN	75	B.1.b	<ul style="list-style-type: none"> Develop written WSTC membership qualifications for committee guidelines. [Lack of clarity regarding WSTC membership requirements--none in guidelines.]
WCC	89	B.1.b	<ul style="list-style-type: none"> Add details on impact of world services commitments [to description of responsibilities]: <ol style="list-style-type: none"> 1. Personal time requirements away from family and job 2. Especially difficult for single parent 3. Significant amounts of personal funds spent are non-reimbursable
C	332	E.5	<ul style="list-style-type: none"> We need a basic plan (protocol) [for conducting office tours] from management, as well as regularly updated (monthly) printouts of changes in office assignments [so that tour guides give current, consistent information]. [Problems with same]
F	250	C.5	<ul style="list-style-type: none"> Further develop job descriptions. [Measuring team effectiveness--lack of standards, measurements.]
P	189	C.2	<ul style="list-style-type: none"> Develop and regularly update a short list of every staff member's job duties. [Lack of awareness between teams of individual responsibilities.]
P	29	B.1.a	<ul style="list-style-type: none"> Job descriptions should be updated at time of annual performance evaluations. [Lack of updated job descriptions.]
P	29	B.1.a	<ul style="list-style-type: none"> Job descriptions should be updated whenever an employee is reassigned. [Same]

24. ORIENTATION, TRAINING (23)

WSC	209	C.5	• Create a friendly orientation, with a focus on social interaction. [The orientation for conference participants is inadequate, leading to mistrust and increasing fear and insecurity.]
WSC	80	B.1.b	• Orientation session at beginning of WSC. [Lack of education and orientation of conference participants by conference participants, especially RSRs.]
WSC	80	B.1.b	• Panel presentations [as device to educate conference participants so that they can make informed decisions]. [Same]
WSC	81	B.1.b	• Hold an in-depth orientation session. [Inequality between voting participants due to lack of knowledge.]
INT	69	B.1.b	• Develop and establish an orientation process. [No orientation or background materials for new Interim Committee members.]
INT	69	B.1.b	• Provide background materials, as possible, to new members. [Same]
WSB	68	B.1.b	• Develop an orientation program for new WSB members. [Trustees are unclear about their roles. No written job descriptions, no orientation.]
WSB	82	B.1.b	• Older members on the board should train newer members rather than just taking on all the work themselves. [The same members are constantly doing all the work, because "when you want something done, you find a busy person."]
WSB	82	B.1.b	• A formal WSB member orientation, training, and accountability process should be instituted. [New members have difficulty becoming productive.]
WSB	93	B.1.b	• The WSB needs to better train new members, and needs to double up on assignments until new members are fully trained. [WSB member participation in board meetings.]
H&I	296	C.5	• Member orientation, training. [Committee structure poorly managed, including orientation.]
H&I	275	D.1.a	• Develop pool-member orientation program. [Communication within committee breaks down--pool members should be integrated into communications cycle.]
LIT	74	B.1.b	• Adopt orientation procedure that includes a mentor relationship. [Lack of orientation, background material for new members.]
PI	181	C.2	• All professional (non-NA) events should be a training exercise. [Members lack training needed to participate in these events at present.]
PI	276	D.1.a	• Use a buddy system pairing old members with new members. [Poor communication within committee.]
PI	73	B.1.b	• Improve the orientation package and use the sponsorship concept of pairing an experienced member with a new member for the purpose of guidance and help. [Inadequate new-member orientation.]
PI	73	B.1.b	• Ask new members to assess our orientation packet. [Same]
TRN	76	B.1.b	• Develop a formal orientation process, and allocate the time needed for it. [Inadequate orientation]
OB	279	D.1.a	• Develop glossary for inclusion in orientation packet. [Overuse of abbreviations makes it difficult for new members of boards, committees to follow working discussions.]
OB	312	D.1.c	• Train, orient trusted servants to cultural diversity. [Cultural insensitivity in board communications with fellowship.]
OB	77	B.1.b	• Careful or improved orientation of trusted servants. [Wasting of human resources--lack of trusted servant orientation and training.]
OB	79	B.1.b	• Day-long training. [Lack of training upon entering the WSO board as to what is expected.]
OB	79	B.1.b	• Some description of the expectations of trusted servants. [Same]

25. BURNOUT (3)

INT	83	B.1.b	• Set a realistic work schedule to prevent burnout. [The human factor--what happens to peoples' lives when they become involved in world services. We make outrageous demands of people, then we abuse them.]
INT	83	B.1.b	• Reinforce personal recovery to prevent burnout. [Same]
INT	125	B.3.b	• Projected work pace (put forth before WSC?). [No long-term goals.]

26. FULL FUNDING FOR COMMITTEE MEMBERS (8)

WSC	106	B.2.b	• Fund all committee members. [Lack of full funding for all committee members creates an inequality between committees and prevents many regions from participating.]
WSB	63	B.1.b	• Allocate sufficient resources to draw (and fund) talented members from the fellowship to work on trustee committees. [WSB membership is not as diverse as it could be. Trustees are usually drawn from the conference population, which doesn't really reflect our fellowship's diversity.]
OUT	88	B.1.b	• Complete funding for each elected or appointed member of any world service board or committee, not just certain members. [Lack of funding excludes those with experience but no money. Financial support for world service projects should not have to come from personal funds, nor from the funds of the more financially stable regions.]

H&I	102	B.2.b	• Funding for WSC H&I Committee members. [Insufficient funds allocated for members' attendance at committee meetings.]
LIT	62	B.1.b	• Establish full funding for all committee members. [Lack of cultural diversity among WSC-LC membership.]
PI	103	B.2.b	• Full funding for voting members of WSC PI. [Lack of full committee funding prevents WSC PI from functioning to meet the needs of the fellowship.]
PI	61	B.1.b	• We need to recruit members from outside the USA and Canada and attempt to secure funding for them to travel to quarterlies and the WSC. [WSC PI lacks global membership. Lack of funding.]
POL	101	B.2.b	• Clarify further the responsibility of committee members in funding. [Inadequate funding results in undue personal expenditures and limits participation in world services. Actual expenses for services are not documented (that is, personal).]

27. NOMINATION, SELECTION, RECRUITING MEMBERS--GENERAL (18)

WSB	45	B.1.b	• The WSC should institute a nominations procedure for all world service boards and committees. The procedure should include clearly defined performance expectations and skill requirements. [Inadequate WSC nomination, election procedure.]
WSB	45	B.1.b	• The WSB should be given the ability to bring members from outside world services to work on WSB committees in hopes of finding future trustees. [Same]
WSB	45	B.1.b	• The WSB should solicit names from regions for possible WSB committee members. [Same]
WSB	63	B.1.b	• Interface more, and more regularly, with the fellowship through travel and communications, becoming familiar in the process with potential trustees or committee members. [WSB membership lacks diversity because it's drawn mostly from the conference population, not the fellowship at large.]
LIT	49	B.1.b	• Adopt similar process for appointments as we have for nominations. Create a procedure for appointments. [Plans for adding new committee members are deficient.]
LIT	50	B.1.b	• Create a process. [Committee lacks a process for removing and replacing non-performing committee members.]
PI	48	B.1.b	• Develop specific criteria for membership. [Inconsistent selection and removal processes for PI Committee members. We don't have a clear mandate on how to hold members accountable.]
PI	48	B.1.b	• Restructure the pool. [Not clear on how to select new PI members from pool.]
PI	48	B.1.b	• Have all committee members elected by the conference. [Inconsistent processes for selecting new committee members.]
PI	48	B.1.b	• Personal contact with individuals if they are showing a lack of interest. If their personal lives are interfering with their commitments, help them lighten their burdens and move on. [Inconsistent processes for removal of members. We don't have a clear mandate on how to hold members accountable.]
TRN	51	B.1.b	• This problem will be corrected through time. The translations processes will develop and there will be increasingly more nominees free to work with the WSTC. [Difficulty in getting experienced nominees from local translation committees without negatively impacting translation work in progress.]
TRN	52	B.1.b	• Short term: Allow the WSTC to select new members from the other entities. [WSTC membership is created by four entities. While this has proved valuable in certain ways, it has put us at their mercy for recruiting new, qualified members.]
OB	54	B.1.b	• Reduced reactive attitude. [Waste of human resources--insufficient care taken in selection of trusted servants.]
OB	54	B.1.b	• Careful or improved selection of trusted servants. [Same]
OB	56	B.1.b	• An effort by the board to actively seek out and recruit members with a variety of business experience. [Same]
OB	6	B.1	• Review our policies. [Lack of trust within the board.]
OB	6	B.1	• Review trusted servant selection. [Same]
OB	6	B.1	• Remove protectionist policies. [Same]

28. NOMINATIONS COMMITTEE (6)

WSC	58	B.1.b	• Discuss creation of a nominating body. [Political correctness being used to determine nominations to committees, boards. Election process makes informed choices difficult. "Squeaky wheel," "flavor of the day."]
WSC	59	B.1.b	• Create a nominations committee. [Election of qualified leadership. Popularity contest. Resume too short. Trust issues. Perceived favoritism with introduction of those in attendance.]
WSC	65	B.1.b	• Nominations committee. [Lack of diversity in NA leadership. Need to increase cultural diversity without compromising requirements, experience. Lack of funds should be reason.]
WSB	63	B.1.b	• A nominations committee that the WSC has faith in. [WSB membership is not as diverse as it could be, because trustees are drawn mostly from the conference population, not the fellowship at large.]
ADM	47	B.1.b	• Develop nominations panel [or committee]. [Current nominations and elections procedures do not consistently ensure appropriate selection of qualified leadership.]

OB	56	B.1.b	<ul style="list-style-type: none"> The institution of a selection committee. [Selection/election process for WSO board members does not require necessary background in business. Board members are selected at the WSC, but qualified addicts with business experience don't attend the WSC just to get elected, and usually someone unknown to WSC participants won't get elected.]
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29. STAFFING NEEDS (9)

OUT	18	B.1.a	<ul style="list-style-type: none"> Have an ad hoc outreach coordinator at the WSO.
PI	14	B.1.a	<ul style="list-style-type: none"> Encourage [the WSO board] to hire a public relations director . . .
TRN	19	B.1.a	<ul style="list-style-type: none"> Personnel should be added to the WSO Production Department and Translations Department.
C	22	B.1.a	<ul style="list-style-type: none"> Identify hiring needs and hire qualified staff (possibly another coordinator and reception assistant).
C	254	C.4.5	<ul style="list-style-type: none"> Create a position for a personnel manager
C	28	B.1.a	<ul style="list-style-type: none"> Hire an employee to assist with reception as part of job description
F	194	C.2	<ul style="list-style-type: none"> Hire permanent part-time staff for front desk relief.
F	23	B.1.a	<ul style="list-style-type: none"> Hire, train additional staff [to make up for identified shortfall in staff in this team]
S	32	B.1.a	<ul style="list-style-type: none"> Hire departmental assistant who is familiar with stock monitoring and reordering.

30. WSO, WSC RELATIONS (8)

WSC	20	B.1.a	<ul style="list-style-type: none"> Allow and encourage special workers to speak up. [Limits on staff time available at WSO.]
WSB	9	B.1.a	<ul style="list-style-type: none"> Better, more regular verbal and written communication to the board about fellowship communications, concerns, needs, problems. [Nature of relationship between WSB and staff unclear.]
WSB	9	B.1.a	<ul style="list-style-type: none"> More direct involvement of the WSB in all aspects of WSO fellowship services, both in Van Nuys and in Brussels, and in WSO board discussions of policies affecting them. [Same]
WSB	9	B.1.a	<ul style="list-style-type: none"> Written protocol for interaction between WSB and WSO. [Same]
PI	14	B.1.a	<ul style="list-style-type: none"> Begin a dialogue with the WSO board about the roles and responsibilities of the PI coordinator. Encourage them to hire a public relations director and assume a more active role than just responding to fellowship requests. [Lack of clarity of the WSO's role and responsibilities. We are never sure who and when someone is responsible for PI, what their scope is, and it changes a lot.]
PI	14	B.1.a	<ul style="list-style-type: none"> WSC PI make a list of what we want and negotiate agreement. [Above]
POL	12	B.1.a	<ul style="list-style-type: none"> Clarify and define special workers' role with world services. [Special workers' role and relationship with committee and world services is undefined.. Lack of definition lends to confusion on what is fair to expect from special workers in terms of participation and role with the committee.]
C	187	C.2	<ul style="list-style-type: none"> Better definition of special worker. [Lack of definition and agreement as to the role and mission of individual department, team, and office. Sometimes causes territorialism within staff. Role of special worker varies, depending on the position and group they are working with.]

31. WSO SALES POLICY (2)

TRN	19	B.1.a	<ul style="list-style-type: none"> The WSO sales policy should be revised, and every NA community should pay its fair share for recovery literature. The USA and Canada will never be able to generate all of the necessary funds for production and distribution of literature worldwide. [Lack of funds for staff at the WSO, for translation support among other things.]
TRN	148	B.3.b	<ul style="list-style-type: none"> Make all NA communities contribute to the resource pool for translation work. Perhaps by revamping the existing WSO sales policies and licensing agreements. [Translation work is not a high priority in world service work. World services maintains ownership and control of all recovery literature, but does not accept the corresponding responsibility to dedicate resources to translation work.]

32. CONSULTANTS (4)

WSB	8	B.1.a	<ul style="list-style-type: none"> When consultants are used, their roles should be carefully planned. [We know that much of the fellowship is leery of hiring consultants. We have not successfully communicated their role or importance.]
P	252	C.5	<ul style="list-style-type: none"> Management Team should take initiative regarding team development; have consultants evaluate progress. [No benchmarks to measure team progress against.]
C	41	B.1.a	<ul style="list-style-type: none"> Consultations with management advisor. [Lack of team development plan; faulty interpersonal working relationships within the team.]

C	287	C.5	• Professional consultant for office. [Paper, computer files not maintained consistently.]
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33. WSO FACILITIES (10)

M	112	B.2.b	• New facility with adequate space for personnel, equipment, work needs, and warehouse requirements. [Lack of adequate facilities. The current facilities are no longer adequate for WSO operations. The needs for specialized work areas (such as a typography room, enclosed areas for noisy equipment, quiet areas for proofreading jobs, work areas for large mailing jobs etc.) cannot be accommodated due to limited or lack of space. Present location of office facilities in three buildings contributes to the problem of disjointed management. Adequate work spaces and warehouse space would greatly enhance work performance, effectiveness and reduce costs overall.]
A	115	B.2.b	• Relocate entire staff to a single building, so all teams can work in closer physical proximity to one another. [Work areas in separate buildings. This team has little knowledge of what the other teams do, how they work, or where the Accounting Team fits into the big picture of WSO's mission. The physical distance created with three buildings for WSO staff makes interteam cooperation and interaction much more difficult. The apartness creates suspicions, envy, and otherwise has a negative affect on morale.]
A	116	B.2.b	• Procure larger, more accessible long- and short-term storage. [Lack of space creates inefficiency in accessing accounting storage and producing and storing adequate hard-copy records of transactions.]
C	113	B.2.b	• Moving to a better facility. [Inadequate facilities; work environment. Physical environment (facilities) is unacceptable: lighting, carpets, walls, ventilation, temperature control, bathrooms, windows, leaks, parking, health and safety hazards. Work environment is filthy, has lack of pleasant atmosphere and decor. Distractions are caused by lack of privacy. Problems with socializing in the halls, proximity of team members. Lack of pride in work environment.]
C	113	B.2.b	• Budgeting for building improvements/upgrades. [Same]
C	113	B.2.b	• Setting work environment standards. [Same]
F	111	B.2.b	• Find new quarters, with staff all in one building. [Facilities and equipment. Crummy, limited space. Aging, inadequate equipment.]
F	111	B.2.b	• Plan work space appropriately. [Same]
F	111	B.2.b	• Do not draw primary equipment from an equipment graveyard. [Same]
S	114	B.2.b	• Relocate. [Running out of warehouse space. Especially short on packing areas.]

34. WSO STAFF TRAINING NEEDS (38)

OB	7	B.1.a, b	• Employee training.
M	24	B.1.a	• Cross training.
M	26	B.1.a	• Training for all managers about the processes needed to effectively and appropriately delegate tasks.
M	34	B.1.a	• Plan and schedule yearly training as a continuing and standard practice.
A	33	B.1.a	• Begin, complete cross training within the team. This will give the team greater versatility in distributing work among members. Recognize, accept that doing so will negatively impact production in the short-term while cross training is taking place.
A	40	B.1.a	• Cross training.
A	40	B.1.a	• Begin team training in the team concept and purpose, cost effectiveness, budgeting within world services, and roles and responsibilities within the team.
A	107	B.2.b	• Provide more information in staff orientation on financial decision-making processes and policies.
C	141	B.3.b	• Training in project planning/goal setting skills
C	187	C.2	• Clarification of team mission and job description, especially during new employee orientation.
C	28	B.1.a	• An in-house instruction class for all functions in the phone relief responsibility
C	28	B.1.a	• Training of another kind
C	35	B.1.a	• Professional time management training.
C	36	B.1.a	• A program of planned training meetings which are not long but regular enough to eventually train all team members on what each department does.
C	41	B.1.a	• Team-building training
C	41	B.1.a	• Individual development of personal skills (communications, constructive criticism)
F	189	C.2	• Staff training about team concept.
F	189	C.2	• Team discussions of team concept.
F	194	C.2	• Train those providing receptionist relief.
F	23	B.1.a	• Train current staff in time management techniques.
F	255	C.5	• Initiate team-building activities to reduce team anxiety.
F	318	D.1.c	• Train staff in letter-writing skills.
F	315	D.1.c	• Train staff in service structure, processes.

F	316	D.1.c	• Front desk phone training.
F	39	B.1.a	• Identify team training needs.
F	39	B.1.a	• Establish priority for training and stick with it.
P	264	C.5	• Develop an orientation program that would be delivered annually by an editorial staff member to all appropriate staff regarding the standards and their usage.
P	31	B.1.a	• Establish cross-training as a top priority for the team during this next year. In the meantime, develop some orientation/procedural material for each of the responsibilities for which cross-training is to occur, and develop and implement a team cross-training schedule by December 1995.
P	38	B.1.a	• A series of orientations focusing on the above-mentioned topics and the inclusion of some volunteers in their development and presentation.
N	37	B.1.a	• Depending upon Management Team's decisions about magazine, find suitable training for Cindy M in the area of circulation management and magazine marketing. Use skills thus obtained to help in addressing circulation/marketing problems.
N	266	C.4,5	• Publishing Team leader should be given orientation about WSO's budgetary processes and how to track budget, and then report regularly to team.
S	122	B.3.a	• In staff training, include description of in-house stock production work so that everyone knows what's involved.
S	182	C.2	• During the staff's basic NA orientation, a section should be devoted to internal staff interaction and support in accomplishing WSO's overall mission.
S	283	D.1.a	• An ongoing orientation module will assist all staff in understanding how we interact.
S	32	B.1.a	• Cross train current Shipping staff in monitoring floor stock levels, determining when new production required.
S	42	B.1.a	• Recommitment to grow and develop together as a team.
S	43	B.1.a	• Continued training for those with supervisory responsibilities.
S	43	B.1.a	• Continued team training.

35. WSO BUSINESS PLAN (5)

OB	7	B.1.a, b	• Business plan [to correct inefficient use of volunteer and staff resources].
OB	109	B.2.b	• Business plan [to address unpredictable impact on WSO annual budget made by WSC decisions].
OB	132	B.3.b	• Development of a long-term WSO business plan [to correct lack of planning].
OB	132	B.3.b	• Utilize a business plan in the development of a global consensus of a vision for NA. [Self]
OB	227	C.5	• Business plan [to correct lack of time for annual review of work].

36A. SINGLE BOARD (27)

WSC	173	C.2	• Single board [to eliminate duplications of services, undefined boundaries, and lack of direction among world service bodies].
WSC	202	C.3	• Committee system may not be effective [as means of processing the business of world services].
WSC	213	C.5	• Establish single board [to reduce conflicts of personal, regional, and committee agenda].
WSC	272	D.1	• Single board would reduce duplication [and lack of clarity regarding responsibility for communication within world services].
INT	178	C.2	• Work toward creation of a single board, so time can be focused on the "Big Picture."
WSB	122	B.3.b	• Refine service structure to produce single, clearly defined point of responsibility, planning accountability for each task, understood and accepted by everyone involved.
WSB	165	C.5	• A single board . . . would eliminate some of the problems with inadequate delegation.
WSB	174	C.2	• Create a single board with a single system of committees [to resolve a lack of clarity of definitions in roles and responsibilities of the different components of world services]. <input checked="" type="checkbox"/> Include procedures that will allow this board's standing committees to expand if the projects they are working on require it.
WSB	175	C.2	• Shift conference committees to WSB committees [to resolve a lack of clarity in the WSC's perception of the WSB's role].
WSB	9	B.1.a	• A single board as a long-range solution [to clarify the relationship between WSB and WSO staff].
ADM	159	C.2	• Without a doubt, a single board would help [correct lack of clarity about Admin's guidelines, role definition].
ADM	177	C.2	• Eliminate Admin in favor of single administrative body to take place of the three-headed beast we have now.
POL	127	B.3.b	• 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.
TRN	182	C.2	• . . . centralized administration for world services [to resolve problems with resource management and setting priorities for translation work].
TRN	52	B.1.b	• Long term: A new service structure [to resolve complications on the WSTC created by members being appointed from a variety of bodies in world service].

TRN	53	B.1.b	<ul style="list-style-type: none"> A new service structure [to eliminate problems with meeting attendance, scheduling conflicts, and interactions with other world services entities].
WCC	121	B.3.a	<ul style="list-style-type: none"> Another possible solution could be a . . . single board for world services [to resolve questions about the utilization of WCNA proceeds by all of world services].
WCC	293	D.1.b	<ul style="list-style-type: none"> Creation of a single board—consolidation, planning, discussion for all world services [to resolve a lack of communication between WCC and other world service boards and committees].
OB	133	B.3.b	<ul style="list-style-type: none"> 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.
OB	133	B.3.b	<ul style="list-style-type: none"> Address the fear of changing the service structure. This fear is rampant within world services, and is less of an issue within the fellowship itself. Once the fear is dealt with, the transition plans—both strategic and tactical—will be simple to develop and easy to execute.
OB	153	C, all	<ul style="list-style-type: none"> A single board structure with global responsibilities [to correct convolutions in service structure that make effective decision making very difficult].
OB	154	C.2	<ul style="list-style-type: none"> Unified board structure [to correct systemic dysfunction].
OB	184	C.2	<ul style="list-style-type: none"> New service structure: <ol style="list-style-type: none"> removes duplication of effort adheres to the Twelve Concepts <ol style="list-style-type: none"> delegation definition of duties responsibility, accountability trust removal of conflicting, protectionist policies better trusted servant selection process, giving more screening and accountability of trusted servants, and ability to do work
OB	290	D.1.b	<ul style="list-style-type: none"> Single board [to humanize communications within world services and generally make them more effective].
OB	291	D.1.b	<ul style="list-style-type: none"> Unified board; simplified structure [to simplify and improve communications within world services].
OB	54	B.1.b	<ul style="list-style-type: none"> Globalized approach to service structure [in response to wasting of human resources].
OB	86	B.1.b	<ul style="list-style-type: none"> Single board would eliminate need for dual members (that is, WSO board members on Interim Committee and WCC board and on or from the WSB).

36B. NOT A SINGLE BOARD (2)

OB	186	C.2	<ul style="list-style-type: none"> Not a single board. As a unity it could never make informed decisions about anything and the real work would devolve to a small clique or oligarchy; as a delegated subunit, it would show exactly the same weaknesses.
OB	186	C.2	<ul style="list-style-type: none"> Two boards. Having devised and agreed upon a common long-term plan: <ol style="list-style-type: none"> One, the "conference side," would develop what was necessary within constraints of staff time and financial budgets. The other, the WSO board side, would manage the shop rigorously. One budget, with WSO operations ring-fenced.

37. UNIFIED BUDGET (10)

WSC	110	B.2.b	<ul style="list-style-type: none"> Further investigate unified budget. [Lack of funding equity, USA and non-USA delegates.]
WSB	155	C.5	<ul style="list-style-type: none"> A . . . unified budget would eliminate some of the problems with inadequate delegation. [The WSB is not delegated sufficient authority to complete the projects or functions assigned it. The board, in turn, does not delegate sufficient authority either to its committees when assigning projects to them or to its leadership in making critical decisions.]
LIT	104	B.2.b	<ul style="list-style-type: none"> Ratification of unified budget at the conference in conjunction with long-term planning. [Problem with lack of funding and WSC criteria for funding allocation.]
POL	101	B.2.b	<ul style="list-style-type: none"> Unified budget in which world services takes responsibility for all world service efforts. Increasing and stabilizing funding is part of this responsibility. [Inadequate funding, inaccurate budgeting results in undue personal expenditures and limits participation in world services. There is no standing funding criteria.]
TRN	182	C.2	<ul style="list-style-type: none"> Unified budget . . . for world services. [Transation work is prioritized by the WSTC, the WSO board, Interim, and the WSC itself. There is no one place to look at the whole picture, and no "single point of responsibility and accountability."]
OB	109	B.2.b	<ul style="list-style-type: none"> Unified budget. [WSO annual budget unpredictably impacted by decisions made at WSC.]
OB	120	B.2.c,d	<ul style="list-style-type: none"> Unified system. [Cost effectiveness of services provided. Specifically in areas where services are duplicated: committees, trustees, office.]

OB	153	C, all	• A unified, zero-based budgeting system. [Convolutd service structure makes effective decision making very difficult.]
WCC	121	B.3.a	• This might be arrested in reviewing a unified budget somehow including WCC resources in the pool of available resources for all of world services. [Revenue generated by WCC is not included in the world services budget.]
WCC	121	B.3.a	• Another possible solution could be a unified budget . . . for world services. [Same]

38. TWELVE CONCEPTS FOR NA SERVICE (19)

WSC	172	C.2	• Application of concepts of authority, delegation, clear definitions thereof. [Lack of trust, firm boundaries. Committees have tunnel vision. Lack of mutual respect between WSC and WSB.]
WSC	202	C.3	• Practice . . . Twelve Concepts. [Personality politics in world service decision making.]
WSC	213	C.5	• Apply Twelve Concepts, especially Two and Three. [Personal, regional, and committee agenda impact world service decisions. WSC micromanagement of world service administration.]
WSC	272	D.1	• Application of Twelve Concepts. [Lack of communication within and between standing committees. Lack of strong leadership. Self-perpetuating bureaucracy. Struggle and competition.]
WSC	97	B.1.b	• Apply Twelve Concepts. [Lack of strong leadership, especially meeting facilitation skills. Need direction.]
INT	10	B.1.a	• Full inclusion and utilization [of WSO staff] per Concepts Four and Seven. [Recognizing the importance of staff and communicating that to the rest of world services. There are really four parts of world services; the most important one, WSO staff, is not treated equally.]
INT	198	C.2	• Reconsider scope and purpose of the Interim Committee, applying Concepts Four and Five. [Committee was divided as to whether or not our ability to originate service projects is a strength or a weakness. It was seen as a weakness, for example, with working on a unified budget plan. The Interim Committee wasn't mandated with this responsibility, directly; for the conference, we were once again faced with the issue of a unified budget. The committees and the conference can give us work, but there's no agreement whether we can give ourselves work.]
ADM	11	B.1.a	• Application of Twelve Concepts, especially Seventh Concept, clarifying roles and acknowledging importance of staff function, participation, and continuity. [No written guidelines detailing WSO staff's role in relation to Admin's work.]
ADM	46	B.1.b	• Open discussion of problem would be first step to practical and spiritual solution based on concepts for leadership. [There is no process in guidelines or practice to remove or censure members of Admin.]
ADM	47	B.1.b	• Apply Twelve Concepts. [Current nominations and elections procedures do not consistently ensure appropriate selection of qualified leadership.]
ADM	71	B.1.b	• Application of Twelve Concepts, especially Seventh Concept, as it applies to roles within Admin. [Lack of clearly defined roles within committee. Lack of orientation.]
ADM	84	B.1.b	• Better application of Twelve Concepts in the leadership-selection process would allow more confidence among committee members. [Work not distributed well, partly due to lack of confidence in other members' skill levels and their ability to complete work assigned them.]
LIT	13	B.1	• Utilize Twelve Concepts, especially Concept Five. [Lack of clear differentiation between roles and responsibilities of WSC-LC members and WSO staff.]
LIT	289	D.1.b	• Apply Twelve Concepts, especially Four, Five, and Nine. [WSC-LC perceives communication problem among all elements of WSC board and committee system.]
PI	237	C.5	• Apply the . . . Twelve Concepts. [Lack of consistent decision-making process within the committee. Sometimes we apply our guidelines, sometimes we don't.]
POL	101	B.2.b	• Apply Concepts Two and Eleven. [Inadequate funding, inaccurate budgeting, excessive personal expense associated with service.]
POL	179	C.2	• Develop service structure complete with specific delineation of responsibility, authority, and accountability, per Twelve Concepts. [Policy work is duplicated by other boards and committees. There is no single point of accountability.]
OB	153	C, all	• Adoption of the Twelve Concepts in practice as well as in principle. [Convolutd service structure makes effective decision making very difficult.]
OB	6	B.1	• Application of spiritual principles, esp. Twelve Concepts. [Lack of interpersonal trust throughout world services.]

Appendix Four:
WSC Self-Assessment
Small-Group Representative Reports

**APPENDIX FOUR:
WSC SELF-ASSESSMENT SMALL-GROUP
REPRESENTATIVE REPORTS**

The following are the reports presented orally to the World Service Conference by the representatives of the small discussion groups for the WSC self-assessment portion of the world services inventory on Thursday 5 May 1994. The texts are printed verbatim, exactly as they were given to us by the small-group representatives.

**TOPIC A:
WSC HISTORY AND PURPOSE**

We have identified problem areas to stimulate discussion. Even though we did recognize strengths, those strengths along with related liabilities were turned over to the Composite Group.

For the purpose and focus of this section, we believe the single symptom of all our discussions is we are confused over whether we, the conference, are resolving issues or making decisions.

Our targeted areas for discussion follows.

1. Regional service representatives (RSRs)
 - A. Perceived USA dominance by virtue of the numbers of USA RSRs.
 - Does our current configuration truly represent the world?
 - Is there a power and control imbalance?
 - Does our current practice imply colonialism?
 - B. RSR focus today is group tally versus group conscience, and majority versus consensus.
 - Would a change in our RSR "job description" promote a shift toward consensus and conscience?
2. TWGSS currently has two vaguely stated purposes for the WSC.
 - Does this contribute to the WSC operating as a government/bureaucracy?
 - Would we benefit from a simple, clearly stated WSC purpose with goals and objectives?
3. The CAR seems to foster a sense of belonging to the WSC, yet tends to promote disunity with motions.
 - How would an issue-format CAR encourage discussions, increase participation, and enhance communication?
 - Is a CAR with no motions a viable alternative?
4. WSC
 - A. Project- and task-oriented, and in its structure promotes duplication
 - How does this perpetuate the committee and board system?
 - How does the current WSC structure generate our "motion madness?"
 - How is the WSC today, in its structure and orientation, self-generating?
 - B. Is an elitist jargon structure by its current design

- Would an orientation panel that promotes explanations and discussions yearly be helpful to ensure equality of all participants?
- C. Is the WSC's purpose to directly carry the message or is this a function of our members at the group level?
- 5. There is no long-term focus for either the WSC or NA as a whole. We live and plan at the WSC year to year *only*.
 - How is this current focus self-perpetuating and self-generating?
 - Is a conference every two years a goal to strive for?

TOPIC B: WSC RELATIONSHIP TO FELLOWSHIP OF NA

The following are notes from a representatives meeting for Small Group "B" Questions. Note that some items shown below were found to be both assets and liabilities.

Steve R was elected as presenter to the conference floor.

Question 5

Does the conference take steps to ensure worldwide participation regarding issues affecting NA as a whole?

Assets

1. the conference cares, its heart is in the right place
2. exposure to broader perspectives
3. willingness to start the process for change
4. beginning the development of broad-based tools (that is, service materials)
5. Development Forum
 - invitations to regions
 - assistance at the WSC (that is, Spanish translations)
 - funding for participants
 - beginnings of and increase in communication support (that is, translations of *Digest*, clearer communication in general)
6. Worldwide perspective spreads to the fellowship as a whole through attendance

Liabilities

1. representation exceeds participation
2. preconference materials not translated (that is, the CAR and the *Conference Report*)
3. conference business sessions foster rivalry--allies tend to collect along cultural lines (for instance, USA South vs Northeast)
4. business methods exclude non English participation due to many concepts not being easily translatable in a timely manner that allows for understanding, this includes new English speaking delegates
5. inadequate orientation does little to allay fears of new participants--need friendly orientation with social interaction, and need recovery meetings

6. general business session problems--prioritizing of motion presentations, little or no discussion time, presenting unnecessary new motions not in the CAR, urgency during sessions to complete business
7. lack of full funding for conference committees prevents a lot of RSCs from participating
8. WSC participants do not demographically represent the fellowship as a whole
9. agenda items tend not to have a worldwide perspective
10. conference participants use vocabularies not easily understood

Zonal forums

Assets

1. resolution to recognize zonal forums
2. meeting space, staff support, and time during this year's WSC
3. world-level trusted-servant participation at the zonal forums (funded '92, budgeted '93 and '94, and non-funded)
4. allowing forums to develop independently

Liabilities

1. lack of interzonal communication; no time on agenda for communication
2. no clear purpose or direction provided by WSC for zones
3. inability to commit to the responsibilities resulting from the WSC's recognition of zonal forums
4. support in principle, but not in practice

General

Liabilities

1. the body as a whole is ineffective in leadership at times
2. generalized lack of trust
3. database inaccuracies both WSO's and the fellowship's responsibility
4. little time for more informal discussions
5. procedural quicksand

TOPIC C: WSC RELATIONSHIP TO WORLD COMMITTEES, BOARDS, AND OFFICE

1. Do we believe there is a general lack of trust between boards/committees and RSRs?
2. Do we see a lack of human resources (both staff and WSC participants) as a liability?
3. Do ego, personalities, lobbying, and having the "best pitch" effect our decision making?
4. Do we allow our wants, rather than our needs, to influence our decision making? (Personal, regional, and committee)
5. Do we see parliamentary procedures, roles, length of sessions, and micromanagement on the conference floor detracting from the WSC?

6. Do we see the lack of cultural sensitivity in the use of language (both between and within language groups) affect what we do? (Example: CAR in English only, translation drag time.)
7. Would a CAR with "issues" rather than motions best serve our fellowship?

**TOPIC D:
WSC ANNUAL MEETING
AND ITS PROCEDURES**

We identified problem areas that will be posed in a question format to stimulate discussion. All small-group-identified strengths and weaknesses have been turned in to the Composite Group.

We reached consensus on these broad concerns.

The common strengths identified were Development Forum units format, issue panel presentations, and discussions and small groups.

1. Do we want to go toward an issue-discussion WSC versus a motion-decision making WSC?
 - Is an issue-WSC one year followed in the second year with decision-making WSC an alternative?
2. Perception that the WSC is primarily USA. How do we increase diversity on all levels with NA leadership without compromising requirements and experience?
3. No long-range planning or view of big picture is seen at WSC. How can we achieve this?
 - Are boards too task-oriented? Does this detract from the big picture?
 - Are committees in their task orientations self-generating? Does this detract from big picture?
4. Twelfth Tradition concerns
 - Does our funding create a class system?
 - Do our badge colors create a class system?
 - Do we (WSC) create "stars?" How is this fostered/perpetuated at all levels--ASCs, RSCs, WSC?
5. How do trust/fear issues prevent us from reaching consensus?
 - What is consensus?
 - What do we do to create separations that contribute to the us/them attitude?

Glossary

GLOSSARY

Ad hoc committees. Also known as special or select committees, they are set up to perform specific tasks and generally dissolve once those tasks are done. Means of selecting members for ad hoc committees are specified in the motions creating them. See *Robert's Rules of Order, Newly Revised* for more detail.

Composite Group. The working body created to facilitate the two-year world services inventory project being conducted from WSC'93 through WSC'95. The Composite Group coordinates work being done during the world services inventory, including fellowship surveys, world service board and committee self-assessment tools, and inventory sessions at WSC'94. Has twelve voting members—six WSC committee liaisons, three former RSRs, two trustees, and one WSO director—and one nonvoting member, a WSO senior staffer.

Conference Agenda Report (CAR). Yearly publication of business and issues to be considered during the WSC annual meeting. Released at least ninety days prior to the opening of the conference.

Conference Digest. A brief (usually 4-page) summary version of the *Conference Report*, mailed to all RSCs and ASCs as well as any NA member requesting it. Usually translated from English into French, German, Portuguese, and Spanish. First published in 1991.

Conference Report. The full report of all world-level boards and committees to WSC participants; RSCs may also have reports published. A short summary version called the *Conference Digest* is published simultaneously. Issued up to five times a year. Mailed to conference participants and subscribers. March issue customarily contains annual reports, regional reports. Called the *Fellowship Report* until 1991.

Fellowship Intellectual Property Trust (FIPT). A set of documents describing how NA's literature and logos are managed and protected for the greatest benefit of the fellowship as a whole. Contains its own glossary of terms. Approved by the fellowship in April 1993.

Guide to Service in Narcotics Anonymous, A (GTS). Working title for the totally revamped NA service manual developed by the WSC Ad Hoc Committee on NA Service. Based on the Twelve Concepts. Begun in 1984, draft work on the *Guide* was completed just prior to WSC'93. The *Guide* is

to be revised following world services inventory, then subjected to normal review and approval process. Not to be confused with *A Temporary Working Guide to our Service Structure*, which is NA's currently approved service manual.

Interim Committee. A combined world services leadership committee responsible for fiscal management and other necessary decisions between WSC meetings. Voting members: WSC chair and vice chair; WSB chair and vice chair; WSO board chair and vice chair. Nonvoting member: WSC treasurer. Created by WSC in 1991.

"Quarterly" WSC workshop. Where all WSC committees meet under the same roof at the same time. Held once or twice a year between WSC annual meetings. Called "quarterlies" because the original idea behind them called for three WSC workshops and one WSC business meeting each year—in other words, some kind of WSC meeting every quarter.

Regional service representative (RSR). Voting delegate from an NA region (or equivalent service body) to the WSC. Responsible to help communicate between region and world services throughout the year.

RSR working (or work) group. A group of RSRs appointed to perform a specific task. During the WSC annual meeting, RSR work groups have been created to resolve specific conflicts so that the conference could make decisions. Other RSR work groups have served between WSC annual meetings as review bodies for different world service projects. The practice of constituting RSR work groups began at the 1991 WSC annual meeting.

Temporary Working Guide to our Service Structure (TWGSS). A compilation of policy decisions approved by the World Service Conference, including WSC guidelines. Also contains general descriptions of how NA groups, areas, and regions work. First published in 1983 as the temporary successor to the *NA Service Manual*, aka *The NA Tree*, which was first published in 1976.

Trustee. A member of the World Service Board of Trustees.

Twelve Concepts for NA Service. Fundamental NA principles guiding our groups, boards, and committees in their service affairs. WSC-approved

World Convention Corporation (WCC). Corporation responsible for coordination of the annual World Convention of Narcotics Anonymous.

World Service Board of Trustees (WSB). A general service body that assists the fellowship and the WSC in problem resolution, goal-setting, long-term planning, and whatever specific tasks it may be given. The WSB has a maximum of seventeen members. Each trustee must receive a two-thirds vote of the WSC for election to a five-year term. The WSB elects its own officers annually from among its own members.

World Service Conference (WSC). Primary world-level service body. Meets annually to conduct business. Also holds one or two "quarterly" workshops a year in various cities (so far, all in the USA) to facilitate work on committee projects. Voting members: RSRs, administrative officers, standing committee chairs, trustees, and chair of WSO board. Nonvoting members: World Services Translation Committee chair, members of WSO Board of Directors. WSO executive director has microphone privileges; others may be granted microphone privileges at conference discretion. Official working language is English.

World Service Office (WSO). NA's primary worldwide service center. Prints, stocks, sells NA conference-approved literature, service handbooks, other materials. Provides support for new NA groups and developing NA communities. Serves as clearinghouse for information about NA. Provides staff support for world-level service boards and committees.

World services inventory. A two-year project begun at the 1993 World Service Conference and scheduled to conclude with this year's WSC meeting. Guided by a detailed plan approved at WSC'93 and revised at WSC'94.

World Services Translation Committee (WSTC). Created by WSC in 1991 to coordinate world service activities related to the translation of NA literature and provide support for local translation subcommittees. Original 1991 temporary guidelines, extended for additional year at WSC'92, were revised for ratification at WSC'93.

WSB External Affairs Committee. Committee of the World Service Board of Trustees responsible for board activity related to those outside NA, including public relations activity.

WSB Internal Affairs Committee. Committee of the World Service Board of Trustees responsible for board activity related to the NA service structure and internal fellowship development.

WSB Literature Review Committee. Committee of the World Service Board of Trustees responsible for the board's literature-related tasks.

WSB Additional Needs Committee. Committee of the World Service Board responsible to provide support, guidance for local NA efforts to reach out to addicts with additional needs such as hearing, sight, or mobility impairment.

WSB Steering Committee. Trustee leadership committee, composed of the WSB chair and vice chair and the chairs of the WSB Literature Review, Internal Affairs, and External Affairs committees.

WSC Ad Hoc Committee on NA Service (NAS). Previously known as the Select Committee. Committee responsible for development of *A Guide to Service in Narcotics Anonymous*, a completely revamped NA service manual. The draft *Guide* was completed just prior to WSC'93, at which time the ad hoc committee automatically dissolved. Committee originally created by WSC in 1984 to review and factor input into the WSC Policy Committee's proposed revision of the *NA Service Manual*. Developed *Twelve Concepts for NA Service*, approved by WSC in 1992.

WSC Administrative Committee. Committee composed of the chairperson, vice chairperson, second vice chairperson, and treasurer of the World Service Conference. Responsible for coordinating the WSC annual meeting and "quarterly" workshops, publishing the annual *Conference Agenda Report* and the *Conference Report and Digest*, translating the *Conference Digest*. Oversees work of conference ad hoc committees.

WSC Development Forum. Portion of the WSC annual meeting set aside for discussion of issues relevant to fellowship development, especially international development. First held 1991. Previously known as International Development Forum (1991), Multinational Development Forum (1992).

WSC H&I Committee. World Service Conference committee. Coordinates basic direction for H&I services; develops resource materials and provides guidance for area, regional H&I subcommittees.

WSC Literature Committee (WSCLC). World Service Conference committee responsible for development of new literature for NA and revision of existing NA literature, subject to WSC approval.

WSC Outreach Ad Hoc Committee. Created by WSC in 1992, its work was continued in 1993 and again in 1994. Its task is to gather information on

fellowship outreach activities and coordinate the development of resources for such efforts.

WSC PI Committee. World Service Conference committee. Coordinates basic direction for PI services; develops resource materials and provides guidance for regional, area PI subcommittees.

WSC Policy Committee. World Service Conference committee. Evaluates suggestions concerning WSC policy or procedure and proposed changes in the service structure.

WSC Recognition Assistance Panel. Created by WSC in 1992 to assist newly forming regions receive WSC voting recognition for their delegates.

WSO Board of Directors. Corporation board responsible for WSO operations. Three directors are elected directly to the board for one-year terms by the WSC. The other nine directors are elected to the board for three-year terms by the board itself from a pool, each of whose members have received the support of a majority of WSC participants. The WSO board elects its own officers annually from among its own members.

WSO Newsline. The quarterly newsletter report of the World Service Office to the fellowship. First published in 1983. Until *Conference Digest* publication began, the *Newsline* served as the general world service newsletter.

Zonal forums. Locally organized, service-oriented sharing sessions that provide means by which NA communities can communicate, cooperate, and grow with one another. Involve participants from neighboring regions. Sanctioned by 1992 WSC affirmation.

ALPHABET SOUP

ASC. Area service committee.

ASR. Area service representative.

CAR. *Conference Agenda Report.*

FIPT. Fellowship Intellectual Property Trust.

GSR. Group service representative.

GTS. *A Guide to Service in Narcotics Anonymous.*

H&I. Hospitals and institutions: A field of NA service concerned with carrying the NA message to addicts incarcerated in correctional or penal facilities, hospitals, mental health facilities, and addiction treatment centers.

NAS. WSC Ad Hoc Committee on NA Service.

PI. Public information: A field of NA service concerned with communicating NA's nature and

goals to government agencies, community organizations, health and addiction treatment workers, the clergy, the public media, and the community at large.

RSC. Regional service committee.

RSR. Regional service representative.

TWGSS. *A Temporary Working Guide to our Service Structure.*

WCC. World Convention Corporation.

WCNA. World Convention of Narcotics Anonymous, an annual recovery celebration held in different world zones each year.

WSB. World Service Board of Trustees.

WSC. World Service Conference.

WSCLC. WSC Literature Committee.

WSO. World Service Office.

WSTC. World Services Translation Committee.

SCOPE OF THE INVENTORY

- A. The purpose of world services
 - 1. Goals of world services
 - 2. Objectives of world services
- B. World services resources
 - 1. Human
 - a. Special workers
 - b. Volunteers/trusted servants
 - 2. Financial
 - a. Sources
 - 1) flow of funds (traditional)
 - 2) direct contributions (members and/or groups)
 - 3) sales of literature
 - 4) money left over after activities/conventions
 - b. Allocation
 - c. Utilization
 - d. Fiscal accountability
 - 3. Resource utilization (human and financial)
 - a. How do we share resources?
 - b. Do we maximize our available resources?
- C. Structure
 - 1. Elements
 - 2. Relationships and roles (how it is or is not mandated by guidelines)
 - 3. Decision making
 - 4. Policies and standards
 - 5. Methods/procedures/process/accountability
- D. Communication
 - 1. Internal (individual committees and boards)
 - a. within a board/committee
 - b. between boards/committees and other boards/committees (as individual entities of world services)
 - c. between boards/committees and fellowship (between groups and the various service entities)
 - 2. Communication channels
 - a. Oral/written
 - b. Periodicals
 - c. What needs to be communicated
 - 3. External
- E. Services
 - 1. To groups
 - 2. To areas
 - 3. To regions
 - 4. Fulfilling our primary purpose
 - 5. Public relations