



World services inventory,  
final report:  
board and committee  
inventories

**WORLD SERVICE  
BOARD AND COMMITTEE  
INVENTORIES**

**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 Addendum C 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 at the WSO 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-assessment 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, 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 many 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.

Note that neither the World Service Board of Trustees nor the World Services Translation Committee identified specific strengths in their operations or policies when they compiled their self-assessments.

A cross-referenced summary of the results from all four portions of the inventory--the fellowship survey, the WSC inventory, the board and committee inventories, and a self-assessment of WSO staff operations covered in the section following this one--can be found at the end of this report, laid out according to the outline of the inventory project's scope of study as it appeared in the original project plan approved by our World Service Conference in 1993.

## **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

*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.

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

*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.

- 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.

### Budget related to goals

*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.

*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.

- 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.

### **Project planning**

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

- 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.

*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.

- 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, entanglements with what other committees and boards in NA are doing**

*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.

- 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.

*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.

- 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**

*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.

- 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**

*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*.

- 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.

## RESOURCES--BOARD MEMBERS

### General

*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.

### Work distribution

*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.

- 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

*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.

- 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**

*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.

- 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.

### **Clarity of roles, responsibilities**

*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.

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

### **Removal**

*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.

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



## RESOURCES--WSO STAFF

### General

*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.

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

### Clarity of roles, responsibilities

*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.

- 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.

## RESOURCES--FUNDS

### Availability of funds for board operation

*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.

- 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.

## **STRUCTURE--DECISION MAKING**

### **Handling of input from staff or boards, committees**

*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.

- 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.

## **STRUCTURE--COMPOSITION**

### **Diversity**

*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.

- 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.

### **Basis for selection, removal; plan, procedure for adding new members**

*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.

- 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, number, location**

*Frequency, size, location 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.

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.

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.

- 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.



### **Attendance, contribution during meeting, utilization of available time**

*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.

- 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.

*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.

- 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.

### **STRUCTURE--ORIENTATION**

*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.

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

### **COMMUNICATION**

#### **General, procedures**

*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.

- 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**

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

- 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.

*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.

- 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**

*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.

*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.

- 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.

*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.

- 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**

*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.

- 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.



## INTERIM COMMITTEE

### PURPOSE

*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."

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

### Goals and planning

*Strength: project planning.*

*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.

- 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, 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.

- Time must be set aside for budget planning.

### SERVICES PROVIDED

#### Awareness, review, cost effectiveness

*Strength:* awareness of what other committees and boards in NA are doing.

*Strength:* annual review of own work.

*Strength:* cost effectiveness of services provided.

## RESOURCES--COMMITTEE MEMBERS

### Work distribution

*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.

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

### Delegation, trust

*Strengths.*

### Committee involvement with staff

*Strength.*

*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.

## RESOURCES--WSO STAFF

*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.

- Full inclusion and utilization per Concepts Four and Seven.

### Trust

*Strength.*

### Staff involvement with committee

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

*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.)

## RESOURCES--FUNDS

### Criteria for funding allocation

*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.

- Develop and establish criteria and protocol.

### Utilization

*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

*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.

- Development and adoption of communication protocols.

## STRUCTURE--ORIENTATION

### Availability of orientation, background material

No orientation or background materials for new Interim Committee members.

- Develop and establish an orientation process.
- Provide background materials, as possible, to new members.

### Written responsibilities

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

- Develop and establish operational guidelines.

## COMMUNICATION

### Integrity of communications (Concept Eight)

*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.

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

## COMMITTEE WORK CLIMATE

### Trust

*Turfism.* Pet projects continue to be championed by individuals. Responsibility and accountability are influences(?).

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

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

- 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: long-term Admin goals.*

*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.

- 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, entanglements with what other committees and boards in NA are doing

*Strength: awareness of what other committees and boards in NA are doing.*

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

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

*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.

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

#### Annual review of own work

Lack of annual review of own work.

- Create annual review session.

#### Cost effectiveness of services provided

*Strength.*

## RESOURCES--COMMITTEE MEMBERS

### Work distribution, delegation, clarity of roles and responsibilities

*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.

- 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

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

- 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.*

## RESOURCES--FUNDS

### Utilization

*Strength.*

## STRUCTURE--DECISION MAKING

### Availability of needed information

*Strength.*



## STRUCTURE--COMPOSITION

### Basis for selection, removal

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

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

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

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

### Attendance, participation

*Strengths.*

## STRUCTURE--MEETINGS

Size, contribution, time utilization noted as strengths.

## STRUCTURE--ORIENTATION

*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.

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

## COMMUNICATION

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

## COMMITTEE WORK CLIMATE

### Strengths

Diversity of opinion; conflict resolution.

### Trust

*Strength.*

*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.

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

## WSC OUTREACH AD HOC COMMITTEE

### PURPOSE

*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.

- Guidelines for the administration and creation of ad hoc committees should be developed by the WSC Policy Committee and approved by the WSC.
  - a. 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.
  - b. 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.
  - c. 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.
  - d. Include funding provisions.

### Long-term goals

*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

*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**

*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.

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

### **Goals achieving primary purpose**

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**

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.

*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.

- Produce simplified service materials that can be easily translated.

### **Origination of service projects**

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

## **RESOURCES--COMMITTEE MEMBERS**

### **Work distribution**

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**

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

### **Trust**

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

### **Clarity of roles, responsibilities**

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

## **RESOURCES--WSO STAFF**

*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.*

- Have an ad hoc outreach coordinator at the WSO.

### **Trust**

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

### **Staff involvement in policy decisions**

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

## **RESOURCES--FUNDS**

*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.*

- 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**

*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.

- 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**

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

**STRUCTURE--DECISION MAKING**

**Orderliness of process**

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**

Our unestablished internal guidelines are working.

**Relevance of decisions to primary purpose**

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

**STRUCTURE--COMPOSITION**

**Diversity, range of skills**

*Strengths.*

**Process, procedure for adding new members**

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.

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

## **STRUCTURE--MEETINGS**

### **Number of meetings**

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.

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

### **Size, contribution during meeting, utilization of available time**

*Strengths.*

## **COMMUNICATION**

### **Within your committee**

*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.

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

### **With other boards and committees**

*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.

- 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**

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



- 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

*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.

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

### Goals and planning

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

*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.

- 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.

*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.

- Establish adequate and accurate purpose.

*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.

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

*Policy Committee has no documented planning process.* There are no internal guidelines.

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

## SERVICES PROVIDED

### **Awareness of, entanglements with what other committees and boards in NA are doing**

*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.*

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

### **Annual review of own work**

*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.*

- Review work annually; develop ongoing self-evaluations.

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

*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.*

- Increase translations and availability of translated material to membership.

### **Cost effectiveness of services provided**

*Strength.*

## RESOURCES--COMMITTEE MEMBERS

### **Work distribution; delegation**

*Strengths.*

### **Clarity of roles, responsibilities**

*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.*

- Define interested members' role; document; educate.

## RESOURCES--WSO STAFF

### Trust; effective utilization

*Strengths.*

#### **Staff involvement in committee work; clarity of roles and responsibilities**

*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.

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

## RESOURCES--FUNDS

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

*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).

- 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.*

## STRUCTURE--DECISION MAKING

### Orderliness of process

*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.

- 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.*

## **STRUCTURE--COMPOSITION**

### **Diversity**

*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.

- 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.*

## **STRUCTURE--MEETINGS**

### **Number of meetings**

*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.

- 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.*

## STRUCTURE--ORIENTATION

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

- Document guidelines which accurately reflect how Policy operates.

## COMMUNICATION

*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.

- 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.

*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.

- 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.*

#### Project planning

*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."

- 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.

*Committee structure, project planning poorly managed.*

- Better organization. Written procedures.

### SERVICES PROVIDED

#### Awareness of, entanglements with what other committees and boards in NA are doing

*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.*

- 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

*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.

- 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

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

- Better utilizations of time and talent.

## RESOURCES--WSO STAFF

*This entire area of the inventory noted as a strength.*

## RESOURCES--FUNDS

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

*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.

- 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

*Committee structure poorly managed.* Orderliness of process, disorganization.

- Better organization. Written procedures.

## STRUCTURE--COMPOSITION

### Diversity, range of skills, participation

*Strengths.*

### **Basis for selection, removal**

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

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

### **STRUCTURE--MEETINGS**

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

*Committee structure poorly managed.* Participation, utilization of time and talent, poor preparation.

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

*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.

- 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**

*Committee structure poorly managed:* Orientation, written responsibilities.

- Develop member orientation, training program.

### **COMMUNICATION**

#### **Within your committee**

*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.

- 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**

*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).

- 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**

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

- 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**

*Committee structure poorly managed:* Conflict resolution.

- Develop written procedures for conflict resolution within the committee.

## WSC PUBLIC INFORMATION COMMITTEE

### PURPOSE

#### Goals and planning

*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.*

- 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.*

### SERVICES PROVIDED

#### Awareness of, entanglement with what other committees and boards in NA are doing

*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.*

- 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

*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.*

- 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**

*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.*

- 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.

*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.*

- 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.

*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.*

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

## Origination of service projects

*Strength.*

## RESOURCES--COMMITTEE MEMBERS

### Work distribution

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

*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.

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

### Trust

*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.

- 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.

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

- 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.*

### **Clarity of roles, responsibilities**

*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.*

- 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**

*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.*

- 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.

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

## STRUCTURE--DECISION MAKING

### **Orderliness of process; guidelines reflecting procedures and actions**

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

- 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.*

## STRUCTURE--COMPOSITION

### **Diversity**

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

- 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.*

### **Basis for selection, removal**

*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.

- 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**

*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.

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

## **STRUCTURE--MEETINGS**

### **Size; contribution during meeting**

*Strengths.*

### **Number of meetings**

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

- Request four meetings per year.

### **Utilization of available time**

*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.

- 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**

*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.

- 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

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

- 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

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

- 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

*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.

- 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.

*Inconsistent production schedule for PI publications.* Namely, *PI News* and *NA Update*.

- 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

*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.

- 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**

*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.

- 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

In assessing its strengths, the committee checked off all the options in this category: long-term goals, short-term goals, budget related to goals, goals achieving primary purpose, project planning.

This committee also highlighted lack of long-term planning as a problem:

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

### SERVICES PROVIDED

#### Strengths

Awareness of what other committees and boards in NA are doing.

Annual review of own work.

Criteria for the removal of products.

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

Generally noted as a strength.

One particular aspect noted as a problem: The WSC-LC has a 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

WSC-LC lacks proactive direction.

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

#### Cost effectiveness of services provided

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

### RESOURCES--COMMITTEE MEMBERS

Noted as general strengths: work distribution, trust, involvement in staff work, and clarity of roles and responsibilities.

## **RESOURCES--WSO STAFF**

### **Strengths**

This was an area of general strength: trust, involvement in committee/board work, clarity of roles and responsibilities, and staff involvement in policy decisions.

### **Staff involvement in committee work, policy decisions**

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

- Utilize Twelve Concepts, especially Concept Five.

## **RESOURCES--FUNDS**

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

Problem with lack of funding and WSC criteria for funding allocation.

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

### **Utilization**

Strength.

## **STRUCTURE--DECISION MAKING**

The following strengths noted: orderliness of process, availability of needed information, and handling of input from staff or board/committee.

## **STRUCTURE--COMPOSITION**

### **Diversity**

Lack of cultural diversity among WSC-LC membership

- Establish full funding for all committee members.

### **Range of skills; attendance**

Strengths.

### **Basis for selection, removal**

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

- Create a process.

### **Plan for adding new members**

Plans for adding new members are deficient.

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

### **Clarity regarding requirements**

Generally a strength.

WSC-LC guidelines could be improved, however.

- Guideline revision, including delineation of responsibilities and accountability.

## **STRUCTURE--MEETINGS**

### **Strengths**

Size, attendance, contribution during meeting, utilization of available time, and availability of preparatory material including for those items on agenda.

### **Location**

Our meeting locations impact our ability to utilize working groups.

- Utilize WSC-LC general members and regional literature subcommittees to form working groups with WSC-LC registered members as leaders.

## **STRUCTURE--ORIENTATION**

Lack of orientation, background information for new committee members.

- Adopt orientation procedure that includes a mentor relationship.

## **COMMUNICATION**

### **Strengths**

General strengths: integrity of communications (Concept Eight), communication within the committee, and communication with the fellowship.

### **Communication with other boards and committees**

WSC-LC perceives communication problem among all elements of WSC board and committee system.

- 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**

WSC-LC perceives communication problem within literature structure (that is, among WSC-LC, regional lit subcommittees, and area lit subcommittees)

- Include protocol for three regular summary reports in rewritten guidelines.

### **COMMITTEE WORK CLIMATE**

General strengths in all areas of this category. Some problems within WSC-LC, impaired ability to express diverse opinions and resolve conflict.

- Committee should have more communication, including more meetings and calls.
- Leadership should encourage free expression of opinions.

## **WORLD SERVICES TRANSLATION COMMITTEE**

### **PURPOSE**

#### **Project planning**

*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."

- Unified budget and centralized administration for world services.

### **SERVICES PROVIDED**

#### **Awareness of, entanglement with what other committees and boards in NA are doing**

*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.

- 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**

*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.

- 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.



*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.

- 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**

*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.

- 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**

*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.

- 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.

*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.

- Dedicate more resources to translation work, especially at the WSO.

*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.*

- 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**

*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.*

- 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**

*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.*

- Short term: Allow the WSTC to select new members from the other entities.
- Long term: A new service structure.

#### **Process for adding new members**

*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.*

- 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**

*Lack of clarity regarding requirements for WSTC membership--none in our guidelines.*

- Develop written WSTC membership qualifications for committee guidelines.

### **STRUCTURE--MEETINGS**

#### **Number of meetings**

*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.

- 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**

*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.

- A new service structure.

### **COMMUNICATION**

*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.

- Increase staff assigned to WSTC.
- Develop procedures for handling WSTC communications, within the committee, and between the WSTC and local translation committees.

*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.

- Identify what communications and periodicals get translated, and how.
- Provide the resources necessary to accomplish such translations.

## WSO BOARD OF DIRECTORS

### PURPOSE

*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.

### Goals, planning

*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.

- Development of a global consensus of a vision for NA.

*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.

- Business plan.

*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.

- Have specific planning a part of our work. The business plan may be a part of this.

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.

- 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.

*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.

- Development of a long-term WSO business plan.
- Utilize a business plan in the development of a global consensus of a vision for NA.

*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.

- 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, entanglement with what other committees and boards in NA are doing**

*General strength.*

*Problem noted with duplication of services in world services.*

*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.
- 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

*Convoluting 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.

- 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.

*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.

- 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**

*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.

- Business plan.

*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.

- Evaluate the impact of what we do to try and carry the message. *Individual reports from trusted servants about trips aren't sufficient.*

*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.*

- 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**

*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.

- WSO board should spend time studying the needs of the fellowship in a proactive but not dictatorial way.

### **Criteria for removal of products**

*Strength.*

### **Cost effectiveness of services provided**

*World services are not cost-effective,* specifically in areas of world services where services are duplicated: committees, trustees, office.

- Unified system.

## **RESOURCES--HUMAN**

*Wasting of human resources.*

- Reduced reactive attitude.
- Globalized approach to service structure.

*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.

- Employee training.

- Task delegation in non-crisis situations.
- Business plan.

## RESOURCES--BOARD MEMBERS

### Work distribution

*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.*

- 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.

*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."*

- 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).

*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.

### Trust

*Noted as a general strength.*

*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.

- Application of spiritual principles, esp. Twelve Concepts.
- Review our policies.
- Review trusted servant selection.



- Remove protectionist policies.

*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.

- 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**

*Limited interaction between WSO board and working staff.* Makes it difficult to evaluate their work and supervise them.

## **RESOURCES--WSO STAFF**

### **Trust**

*Noted as a general strength.*

*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.

### **Staff involvement in policy decisions**

*A general strength.*

## **RESOURCES--FUNDS**

### **Strengths**

Availability of funds for board operations. Utilization.

### **Criteria for funding allocation**

*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.

- 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

General problem: wasting financial resources.

## STRUCTURE--DECISION MAKING

All aspects of this area seen as strengths.

## STRUCTURE--COMPOSITION

### Strengths

All aspects of this area checked as general strengths.

### **Basis for selection, removal; clarity regarding requirements**

*Insufficient care taken in selection of trusted servants.*

- Careful or improved selection and orientation of trusted servants.

*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, such as:

- How much time per month can you spare for reading, reviewing, and responding to NA communications?
- How much time per year, largely Fridays and weekends, are you willing to devote to the position?
- 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?
- Would you say you are a leader, or a follower?
- What do you do for a living?
- What outside interests do you have aside from work, family, and NA?
- What characteristics do you possess that you think makes you the best person for the job?
- What other leadership positions have you held in the past?

*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.

- 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

Size, number of meetings, location, utilization of available time.

### Availability of preparatory material

*Ineffective decision making* caused by lack of time to prepare information necessary for sound decisions. Directly linked to lack of planning.

- Effective planning

## STRUCTURE--ORIENTATION

*Lack of trusted servant orientation and training.*

*Orientation of new trusted servants* is poor at best, nonexistent for the most part.

*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.

- Day-long training.
- Some description of the expectations of trusted servants.

*Overuse of abbreviations.* Makes it difficult for new members of boards, committees to follow working discussions.

- Develop glossary for inclusion in orientation packet.

## COMMUNICATIONS

Integrity of communications (Concept Eight) were seen as a general strength.

A problem was seen, however, with *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.*

- 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**

*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.

- 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.

*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."

- 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**

*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.

- 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.

*General communications.* Communication within world services is poor; too many boards and committees.

- Unified board; simplified structure.

### **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.

- Enhanced telecommunications systems.
- Train, orient trusted servants to cultural diversity.
- Increase face-to-face contact with fellowship worldwide.

Written communication is *often high-handed and antagonistic*, exacerbating the very problem it seeks to contain.

- 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**

All items in this area ticked as general strengths.

### **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.

- 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

*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.

- 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

*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.

- 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.

*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.

- 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

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.

*Utilization of WCNA proceeds by all of world services.* Revenue generated by WCC is not included in the world services budget.

- 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

*Planning and receiving information pertaining to decisions.* One cannot make major decisions based on sketchy recollections of incomplete information.

- 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

*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:

- 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.

*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.

- Make WCNA more representative of world services. WCC will incorporate more service workshops into the WCNA program.

*Worldwide participation.* Current WCNA program/speaker selection process lacks procedures for inclusion of more speakers from outside North America.

- 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

Diverse membership assures diverse skills on WCC board.

### Attendance

WCC board members attend board meetings consistently.



## **STRUCTURE--ORIENTATION**

*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.

- 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**

*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.

- 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**

Lack of communication between WCC and other world service boards and committees.

- Creation of a single board--consolidation, planning, discussion for all world services.

