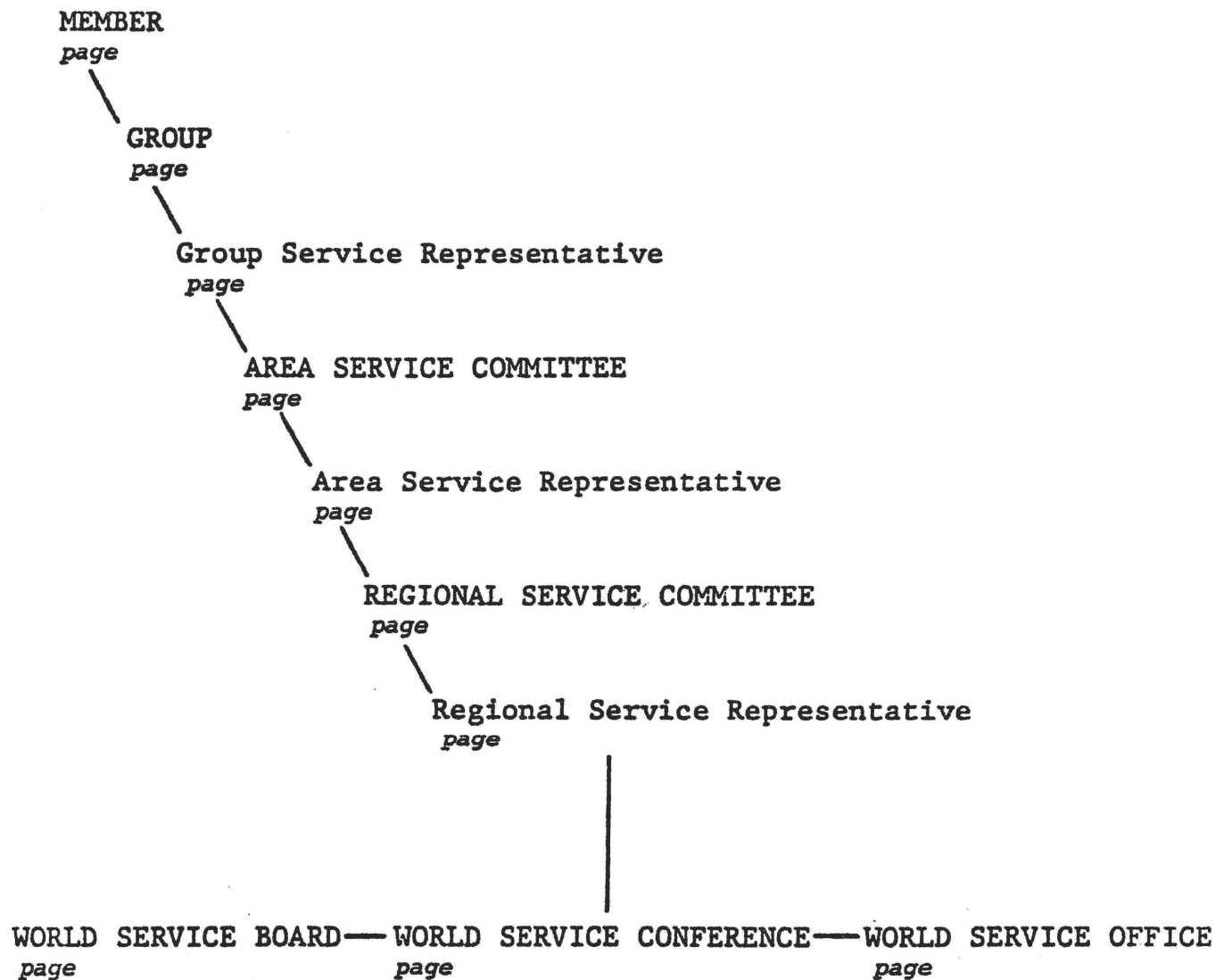


THE
SERVICE MANUAL
OF
NARCOTICS ANONYMOUS

(Revised:
Subject to approval by
World Service Conference)

THE SERVICE STRUCTURE OF NARCOTICS ANONYMOUS
An Outline and Index



This presentation of the Service Structure of Narcotics Anonymous is dedicated to the following proposition:

To assure that no addict seeking recovery need die without having had a chance to find a better way of life, from this day forward may we provide the necessary services.

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THE PURPOSE AND FUNCTION OF THE SERVICE UNITS OF NARCOTICS ANONYMOUS

1. The primary purpose of an N.A. GROUP is to carry the message to the addict who still suffers by providing a setting for identification and recovery where an addict can come for help if he or she has a desire to stop using.
2. The purpose of an AREA SERVICE COMMITTEE is to be supportive to the N.A. Group and its primary purpose by associating the Group with other Groups locally and by helping the Group deal with its day-to-day problems and needs.
3. The purpose of a REGIONAL SERVICE COMMITTEE is to be supportive to its Areas and Groups and their primary purpose by linking together the Areas and Groups within the Region; by helping the Areas and Groups deal with their basic problems and needs; and by encouraging the growth of the Fellowship.
4. The purpose of the BOARD OF TRUSTEES is to insure the continuation and growth of N.A. by seeking new and better ways to carry the message to the addict who still suffers; by seeking to insure the maintenance of the Twelve Traditions; and, by dealing with those things, both within and outside the Fellowship, which affect the continuation and growth of the Fellowship.
5. The purpose of the WORLD SERVICE OFFICE is to serve as a center for communications and information for the Fellowship of N.A., its services, Groups, and members. The W.S.O. achieves this purpose by maintaining correspondence with N.A. Groups and Service Committees; by publishing and distributing N.A. literature; and by maintaining the archives and files of Narcotics Anonymous.
6. The purpose of the WORLD SERVICE CONFERENCE is to be supportive to the Fellowship as a whole, and to define and implement the policies of N.A. The W.S.C. does this by joining the members, Groups, Areas, and Regions of N.A. into a united Fellowship; by dealing with the problems and the needs of the Fellowship; and by actively encouraging the primary purpose and growth of Narcotics Anonymous.

INTRODUCTION TO THE FIRST EDITION (1975)

The purpose of this pamphlet is to express in simple terms how we, as members and servants of Narcotics Anonymous, relate to one another and to N.A. as a whole; and to present an ideal Service Structure for N.A. in such a way that we can strive to improve our fellowship, and better fulfill our primary purpose of carrying the message of recovery to the addict who still suffers.

N.A. is a Twelve and Twelve program borrowed from the A.A. Fellowship. In fact, three of the first committee of five were also members of A.A., who wanted to make this proven program of recovery available to addicts. So why, you may ask, don't we just use A.A.'s structure and be done with it? This would probably be a good idea, except that we are not A.A.; our needs, despite the similarities, are to a certain extent different. Also, we are precluded from directly using any part of the A.A. program other than the 12 Steps and 12 Traditions; and, finally, in order for N.A. to survive, we must be autonomous - we must have a fellowship and program of our own.

In the early days of N.A. we had what have been called "rabbit" meetings, held sporadically in different places at different times. At this time, with only one or two N.A. meetings in existence, a specific structure for N.A. wasn't needed and really wasn't wanted. Soon N.A. grew and permanent meetings were established, but because these were few in number and all located in the Los Angeles area, there was still no need for any established service structure. However, N.A. has continued to grow. As groups began opening up in population centers other than Los Angeles, we began to feel the need for some kind of structure. Intergroup of Central Service Committees came into being in various locations, each trying to take care of business on a local level, without too much regard for N.A. as a whole.

In the last five (5) years, however, this approach has sort of backfired. The unity necessary for personal recovery has been in short supply. Each group or area moved in its own direction - usually apart. The very existence of N.A. was once again seriously threatened, as it was in the 1950's when the Traditions were ignored. Some positive action has been taken to try to solve this problem; conventions have been held, a World Service Office opened, and lines of communication shakily established. We can see that these attempts have paid off to a certain extent. Groups in various areas are starting to work together, much of the petty bickering seems to have disappeared and it seems that many members, in all areas, are trying to establish a better environment for sobriety in N.A. The strength and unity of purpose evident at the last N.A. Convention (Santa Rosa) shows we are making progress. Maybe this is because, for the first time, we now find many members with long-term sobriety active in the meetings and in the fellowship. It's no longer a rarity to find members with years clean, rather than only weeks or months. Perhaps some of the personal maturity gained in living drug-free has started to have an effect on N.A. as a whole.

Despite this progress, we are still at a very critical stage of the "coming of age" process. Today large, active fellowships are developing in several population centers, and new groups are starting up in many areas throughout the United States and in other countries. N.A. is growing, and with this growth the need for unity and communication increases. The old adage that "A house divided cannot stand"

INTRODUCTION (continued)

applies to N.A. as well as any other group. Right now we don't seem to have any unifying structure or clear-cut lines of communication for N.A. as a whole. What structure there is only functions on a local level, and our vital lines of communication have often been hard to locate and as changeable as the weather. It is our sincere hope that this presentation of the Service Structure of our fellowship, as we understand it, will help fill in some of the gaps that separate us, and that in this small way we can contribute to the growth and future of N.A.

INTRODUCTION TO THE SECOND EDITION (1976)

This is the second printing of The N.A. Tree. You may notice that there have been some minor changes in the text of this edition. These revisions are in response to suggestions from the fellowship. All written suggestions which were received at the World Service Office prior to June, 1976, have been seriously considered. (Incidentally, all those suggestions were very good ones and have been incorporated in this edition). It probably should be noted that one of the revisions which was considered does affect the nature of the structure slightly. In the first edition, it was proposed that the Group's GSR should attend both Area and Regional Service Committee meetings. The question was raised that (however good this system might be for us today) if a region contained several hundred groups, wouldn't the resulting Regional Meetings be just as chaotic as the ones we have had? This response went on to suggest that the Regional committees should be made up of representative from the Areas, just as the Area committees are made up of representatives from the Groups. This is something which wasn't considered in the early drafts of The N.A. Tree. We feel that this is a particularly valuable suggestion and have modified the Tree accordingly.

Hopefully you, as members, will continue to review existing literature and make positive contributions so that we can upgrade what we have or create new literature. If you have a suggestion about literature that you truly feel would benefit the fellowship and the newcomer, please put it down on paper, as others have done, and send it to the W.S.C. Literature Committee, c/o the World Service Office.

Thank-you,

Literature Committee, Narcotics Anonymous

INTRODUCTION TO THE THIRD EDITION (1978)

The 1976 World Service Conference was held in conjunction with N.A.'s Sixth World Convention in Ventura, California. That Conference established an Ad Hoc Committee of elected representatives of the fellowship to review and revise the service structure that had been proposed for Narcotics Anonymous in The N.A. Tree.

The Ad Hoc Committee presented the results of its labors to the group conscience at N.A.'s first viably independent World Service Conference, held in Van Nuys, California, in the Spring of 1978. The Conference accepted that work and the many other suggestions that came

INTRODUCTION TO THE THIRD EDITION (continued)

in and turned them all over to the newly-established World Service Conference Literature Committee for finalization.

The work has been completed and this third edition, The Service Manual of Narcotics Anonymous, is the result and will be presented to the Conference in the Spring of 1979 for group conscience approval.

To the group that set forth the original service structure: our immense gratitude for taking that crucial first step. We realize that this service structure must be able to grow and change in response to the needs of the fellowship. One day there may be a fourth edition, or a tenth. To the groups that shall undertake those works: 'best of luck' and our love is with you. Have at it... we did what we could.'

God Bless,

Conference Literature Committee
Autumn, 1978.

- THE TWELVE TRADITIONS OF N.A. -

We keep what we have only with vigilance and just as freedom for the individual comes from the Twelve Steps so freedom for the groups springs from our traditions. As long as the ties that bind us together are stronger than those that would tear us apart, all will be well.

1. Our common welfare should come first; personal recovery depends on N.A. unity.
2. For our Group purpose there is but one ultimate authority - a loving God as He may express Himself in our Group conscience; our leaders are but trusted servants, they do not govern.
3. The only requirement for membership is a desire to stop using.
4. Each Group should be autonomous, except in matters affecting other Groups, or N.A., as a whole.
5. Each Group has but one primary purpose - to carry the message to the addict who still suffers.
6. An N.A. Group ought never endorse, finance, or lend the N.A. name to any related facility or outside enterprise, lest problems of money, property or prestige divert us from our primary purpose.
7. Every N.A. Group ought to be fully self-supporting, declining outside contributions.
8. Narcotics Anonymous should remain forever non-professional, but our Service Centers may employ special workers.
9. N.A., as such, ought never be organized; but we may create service boards or committees directly responsible to those they serve.

- THE TWELVE TRADITIONS OF N.A. - (continued)

10. N.A. has no opinion on outside issues; hence the N.A. name ought never be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.
12. Anonymity is the spiritual foundation of all our Traditions, ever reminding us to place principles before personalities.

THE TWELVE TRADITIONS
(The Long Form)

1. Each member of Narcotics Anonymous is but a small part of a great whole. N.A. must continue to live or most of us will surely die. Hence, our common welfare comes first. But individual welfare follows close afterward.
2. For our Group purpose there is but one ultimate authority - a loving God as He may express Himself in our group conscience.
3. Our membership ought to include all who suffer from addiction. Hence we may refuse none who wish to recover. Nor ought N.A. membership ever depend upon money or conformity. Any two or three addicts gathered together for sobriety may call themselves an N.A. group, provided that, as a group, they have no other affiliation.
4. With respect to its own affairs, each N.A. group should be responsible to no other authority than its own conscience. But when its plans concern the welfare of neighboring groups also, those groups ought to be consulted. And no group, regional committee, or individual should ever take any action that might greatly affect N.A. as a whole without conferring with the trustees of the World Service Board. On such issues our common welfare is paramount.
5. Each Narcotics Anonymous group ought to be a spiritual entity having but one primary purpose - that of carrying its message to the addict who still suffers.
6. Problems of money, property, and authority may easily divert us from our primary spiritual aim. We think, therefore, that any considerable property of genuine use to N.A. should be separately incorporated and managed, thus dividing the material from the spiritual. An N.A. group, as such, should never go into business. Secondary aids to N.A. such as clubs or hospitals, ought to be incorporated and so set apart that, if necessary, they can be freely discarded by the groups. Hence such facilities ought not to use the N.A. name. Their management should be the sole responsibility of those people who financially support them. For clubs, N.A. managers are usually preferred. But hospitals, as well as other places of recuperation, ought to be well outside N.A. - and medically supervised. While an N.A. group may

THE TWELVE TRADITIONS (The Long Form) (continued)

6. cooperate with anyone, such cooperation ought never go so far as affiliation or endorsement, actual or implied. An N.A. group can bind itself to no one.
7. The N.A. groups themselves ought to be fully supported by the voluntary contributions of their own members. We think that each group should soon achieve this ideal; that any public solicitation of funds using the name of Narcotics Anonymous is highly dangerous, whether by groups, clubs, hospitals, or other outside agencies; that acceptance of large gifts from any source, or of contributions carrying an obligation whatever, is unwise. Then too, we view with much concern those N.A. treasuries which continue, beyond prudent reserves, to accumulate funds for no stated N.A. purpose. Experience has often warned us that nothing can so surely destroy our spiritual heritage as futile disputes over property, money, and authority.
8. Narcotics Anonymous should remain forever non-professional. We define professionalism as the occupation of counseling addicts for fees or hire. But we may employ addicts where they are going to perform those services for which we might otherwise have to engage non-addicts. Such special services may be well recompensed. But our usual N.A. "12th Step" work is never to be paid for.
9. Each N.A. group needs the least possible organization. Rotating leadership is best. The small group may elect its secretary, the large group its rotating committee, and the groups of a large metropolitan area their central or intergroup committee, which often employs a full-time secretary. The trustees of the World Service Board are, in effect, our N.A. General Service Committee. They are the custodians of our N.A. Tradition and the receivers of voluntary N.A. contributions by which we maintain our N.A. World Service Office in Los Angeles. They are authorized by groups to handle our over-all public relations. All such representatives are to be guided in the spirit of service, for true leaders in N.A. are but trusted and experienced servants of the whole. They derive no real authority from their titles; they do not govern. Universal respect is the key to their usefulness.
10. No N.A. group or member should ever, in such a way as to implicate N.A., express any opinion on outside controversial issues - particularly those of politics, drug reform, or sectarian religion. The Narcotics Anonymous groups oppose no one. Concerning such matters they can express no views whatever.
11. Our relations with the general public should be characterized by personal anonymity. We think N.A. ought to avoid sensational advertising. Our names and pictures as N.A. members ought not be broadcast, filmed, or publicly printed. Our public relations should be guided by the principal of attraction rather than promotion. There is never need to praise ourselves. We feel it better to let our friends recommend us.

THE TWELVE TRADITIONS (The Long Form) (continued)

12. And, finally, we of Narcotics Anonymous believe that the principle of anonymity has an immense spiritual significance. It reminds us that we are to place principles before personalities; that we are actually to practice a genuine humility. This to the end that our great blessings may never spoil us; that we shall forever live in thankful contemplation of Him who presides over us all.

THE MEMBER

The front-line, so to speak, of N.A. Service is the individual N.A. member. Anyone can be a member - the only requirement is a desire to stop using. The services that each of us provides are the most important in N.A. It is the member who carries the message of recovery and works with others. Without an active membership there would be no need for the rest of this service structure. There would be no N.A.

The benefits of membership are clear to us all: a drug-free life, the chance to grow, friendship, and freedom. However, membership is not without its responsibilities. It is the responsibility of each member to maintain his or her personal sobriety. Also, it should eventually be the responsibility of each to share freely his experience, strength and hope with the addict who still suffers, and to work to ensure that that which was freely given to him remains available to the newcomer and the old-timer alike.

The gathering together of two or more member addicts for the purpose of learning how to live a drug-free life by practicing the principles of N.A. constitutes an N.A. Meeting. When such a meeting is held regularly, it can become a Group.

THE GROUP

An N.A. group is any meeting which meets regularly at a specified place and time, providing that it follows the 12 Steps and the 12 Traditions (having no outside affiliations and receiving no outside financial support). To facilitate communications and unity and to better serve N.A., as a whole, groups should register with the World Service Office of Narcotics Anonymous. The group is the second level of the N.A. Service Structure.

The primary purpose of an N.A. group is to carry the message to the addict who still suffers. However, it also provides to each member the chance to express themselves and to hear the experiences of other members who are learning how to live a better life. There are two basic types of groups: Those which are open to the general public and those closed to the public (For Addicts Only). Meetings vary widely in format from group to group. Some are participation meetings, some speakers, some question and answer, some special problems discussion, some topic discussion, and some have a combination of these formats.

Despite the type of format a group uses for its meeting, the function of a group is always the same: to provide a suitable and reliable environment for personal recovery and to promote such recovery.

THE GROUP (continued)

The group has proven to be the most successful vehicle for 12 Step work. After sharing one's personal experience, strength and hope, the most valuable thing a member can do is to bring prospective new members (addicts) to the group meeting. In this way the group meeting becomes a place where the newcomers know they can come for help. Often the first thing that can open the doors of recovery for addicts is the recognition of themselves in others. The group provides a setting in which the newcomer can find this identification by hearing a number of recovering addicts, rather than just one or two.

The group is the level at which we first find some of the day-to-day business of N.A. being taken care of. There is rent to pay, literature to buy and distribute, refreshments to be provided, a meeting hall to be kept clean, a time schedule to follow, announcements to be made and other things to be done for the maintenance of the group. The group should stay in contact with other groups in their local area and with the rest of N.A., (this can best be accomplished by a number of groups in an area creating an Area Service Committee. This will be discussed further in this manual), so they can find out about activities, learn of new groups opening up, get new literature, and find out what's happening in N.A. This is also the first level at which fellowship funds are handled, and the correct use of this money is essential for the preservation of the groups. It is at the group level that the principle of the Trusted Servant comes into being: "Our leaders are but trusted servants, they do not govern". The officers of the group are elected by a majority vote of the group conscience. They are: (A) The Group Secretary, (B) The Group Treasurer, (C) The Group Service Representative, (D) The Group Service Representative Alternate. These trusted servants make-up an informal steering committee.

(A) The Group Secretary:

The Secretary is responsible for the day-to-day functions of the group. It is his/her responsibility to assure that the group meeting takes place when and where it is suppose to. The secretary selects a leader for each meeting, makes sure the coffee or refreshments get made, arranges for group business meetings, arranges for the celebration of "birthdays", makes sure that the meeting hall is left in proper order, and answers all correspondence. This job is important because without a good secretary a group has little chance of surviving and providing an atmosphere of recovery.

(B) The Group Treasurer:

The Treasurer of an N.A. group is responsible for the funds which come into the group from the collection, for the handling and distribution of these funds. The money collected in our meetings must be carefully budgeted. There are numerous expenses necessary for running a group. The treasurer keeps an accurate record of all the group's financial transactions, meeting log books, maintains the group bank account and distributes the money to pay the rent, purchase of literature, provide refreshments, buy supplies, and cover the cost of any miscellaneous expenses the group incures. In order to maintain our fellowship and

(B) The Group Treasurer: (continued)

freedom, money which comes from the group collections and member contributions must always be used to further our primary purpose. A group must first support itself. After paying its bills any remaining funds should be placed in a group bank account and a reserve adequate to run the group for two or three months built up. After this "prudent reserve" has been established, excess funds should be diverted to help N.A. as a whole. A group can do this by contributing to the "Area Service Committee" or the "Regional Service Committee" which serves the group, or through contributions made directly to the World Service Office of Narcotics Anonymous. One of the biggest problems we have faced has been the misuse of the group's money. This abuse severely limits what N.A. can do for recovering addicts. The treasurer has a grave responsibility and much thought should be taken in selecting a member to perform this function.

As a general guide we have found that the group treasurer and secretary are most successful if they have certain assets necessary for the performance of their responsibilities. These qualifications include

- (1) The willingness or desire to serve.
- (2) A history of sobriety (we suggest a minimum of six (6) months continuous freedom from all drugs, including alcohol).
- (3) A good working knowledge of the 12 Steps and the 12 Traditions
- (4) An active participation in the group they are to serve.

The two remaining trusted servants of an N.A. group are the Group Service Representative (GSR) and the GSR-Alternate (GSR-Alt.). Because the role of the GSR and GSR-Alt. is so important to the success of an N.A. group, these two servants will be discussed in greater detail in the next section of the manual.

The group Secretary, the Treasurer, and the GSR serve for a period of one year. After which time they are succeeded by another member who has been elected by the group. The use of any drugs, including alcohol, while serving as a group servant constitutes an automatic resignation of that office.

NOTE: One of the responsibilities of group officers not often talked about is to train group members to replace them. A group can be strengthened by new officers who are prepared to take over the responsibilities of those they replace. Continuity of service can be aided by staggering the election of servants and overlapping the terms of service. Example: A group Secretary might be elected in November to begin serving in January and the Treasurer elected in March to begin in May. This would always allow a group to have representation from experienced officers. Remember: Choose your trusted servants well. It is you whom they will be serving.

(C) & (D) The Group Service Representative & G.S.R. Alternate:

The Group Service Representative (GSR) is first in the line of communication between the group and N.A. as a whole. He/She is the link that binds the groups together in the performance of our primary purpose. It is their responsibility to keep the group informed and to express the group's conscience in all matters. In other words, he is infact

(C) & (D) The Group Service Representative & G.S.R. Alt: (continued)

the voice of his group. Electing GSR's who will take an active part in the business of N.A. is probably the most important thing we can do to improve the unity of the fellowship. Active representation, more than any other thing, can strengthen the ties that bind us together and promote our common welfare.

The GSR speaks for his group at Area Service Committee meetings. He takes part in the planning and implementation of any functions which affect the members of his group. As a result of his participation he can keep his group informed about what is happening in N.A. A group member should always be able to go to his representative and find out about activities, other groups, how the service structure of N.A. works, the Traditions, and how they can become more involved.

A Group Service Representative normally serves for a period of two (2) years. The first year is spent as a GSR-Alternate, working closely with the existing GSR, learning the duties of the office and taking over in case the GSR is ill, or cannot, for any reason, continue to serve. Also, if the GSR cannot attend one of the monthly Area Committee Meetings, the Alternate has the power to vote in his absence. The second year he becomes the group's GSR, taking over the full responsibilities and functions of the office, and in turn is helped by a newly elected Alternate. This "apprentice" system serves two purposes: first of all, it helps to provide a continuity of service which never leaves a group unrepresented; and, secondly, the year spent as an Alternate provides the training necessary for a good GSR. As you can see, the role of the GSR is not a simple one, nor one to be taken lightly. The election of good GSR's and Alternates is probably the most important thing that you, as an individual, can do for the unity of N.A. In choosing your representative, remember that he or she is your voice and your ears in N.A. If you wish to be well represented and well informed, it is your responsibility to elect the best possible nominee. For this reason we suggest that candidates for GSR should have:

- (1) The willingness or desire to serve.
- (2) A history of sobriety (we suggest a minimum of one (1) year of continuous freedom from drugs, including alcohol).
- (3) An active participation in the groups they are to serve.
- (4) A good working knowledge of the 12 Steps and 12 Traditions.
- (5) An understanding of the service structure of N.A. and the responsibilities of the GSR.

The requirements for the office of GSR-Alternate are the same as those for GSR, except that there is a minimum of six (6) months of continuous freedom from drugs, including alcohol. These qualifications are not, of course, hard fast rules. They are, however, some of the things you should consider in the selection of your representatives. The Group Service Representative, as we have described him, is your link to the rest of N.A. He is also the tie that binds the personal service you and your group perform to the next type of service which is offered by N.A.-General Service.

It is suggested that when holding elections for group officers, the description of each officer's job and the suggested qualifications for nominees be read from this manual in order that the nominees and the group as a whole fully appreciate the responsibilities and ramifications of each office.

GENERAL SERVICE

The next level of service in N.A. is General Service. General Service provides the support necessary for groups of N.A. members so that they can work together for their common welfare.

In 1969, N.A.'s first committee, specifically designed to fill our general service needs, was established. This group and others like it have contributed greatly to the growth of N.A. However, today it is no longer enough to have a few members getting together to keep their groups going. N.A. has grown and is continuing to grow.

General Service is divided into sections, the Area and the Region. These are both geographic and functional designations. The Area is designed to provide service to individual groups with specific needs, and the Region to provide service to many groups with common needs. This difference in function is important to keep in mind as we discuss, in the following section, these two levels of service, because in many ways they provide very similar services. Our experience has shown that from time to time our groups have problems which they cannot handle on their own. In the spirit of our fellowship, we as individuals seek help from one another to deal with our living problems: just so, groups can find help from other groups. For this reason General Service Committees have been established. However, most of the problems a group faces are of such a nature that another group located many miles away can be of little assistance. Only a nearby group can help and for this reason our General Service structure is made up of both Regional and Area committees.

A "DESIGNATED AREA" within N.A. is any local area, community or town with a significant number of N.A. meetings. For example, we have found it convenient to think of an area as any community or communities which comprise a single telephone directory. This concept seems adequate for our needs today; however, any set of groups within definable geographic boundaries who need to function together as an area can be a "Designated Area".

A "DESIGNATED REGION" is a broader geographic unit made up of one or more Areas. Normally we consider a Region to be any state in the United States, or any other country. Again, the definition of a Region is ultimately one of need; any N.A. Areas which can show this need can be considered a designated Region. A good example of this as it exists at the time of this publication are the Northern and Southern Regions of N.A. in California. In the future, it may be necessary to break this down even further. We feel it is necessary to stress that for the purpose of N.A., the designations of Area and Region should always be based on specific need rather than on resentment, insanity, or personalities.

AREA SERVICE COMMITTEE

An Area Service Committee (ASC) is a committee made up of representatives (GSR's) from all groups within a designated area, which meets monthly for the express purpose of serving the specific needs of its member groups.

There are certain facilities which are necessary to the service provided by the ASC. In the beginning these may simply be a permanent mailing address (usually a Post Office Box), a bank account, and a place

AREA SERVICE COMMITTEE (continued)

to hold meetings (often a private home, though experience recommends moving the meeting to neutral ground as soon as possible; i.e. civic meeting halls, YMCA's, synagogues, churches, etc.) As the membership and number of groups within an area increases, or when the groups decide that they need a broader spectrum of services, more facilities may be needed. These might include a telephone answering referral service, a ditto machine, a typewriter and an adding machine, and a place to store literature, among other things. As an Area grows still more, the members may decide to consolidate and improve these facilities by opening and staffing a local office. At all times, however, these facilities MUST reflect the needs of the Area if they are to be an asset to the group rather than a burden.

In order to co-ordinate its services, each ASC elects officers. These officers include a Chairperson, a Vice-Chairperson, a Secretary, a Treasurer, an Area Service Representative (ASR) and an Area Service Representative-Alternate (ASR-ALT). Leadership must come from the officers. They must have the enthusiasm and know how of the individual committee member, plus the ability to organize and give the committee direction and incentive. Upon election the officers shall resign as GSR's enabling their groups to elect new representatives; thus, insuring all groups equality of representation.

- 1) The Chairperson arranges an agenda for and presides over the monthly meetings. He is also responsible for correspondence. At committee meetings he can vote only in case of a tie. The Chairperson must be capable of running a business meeting with firm, yet understanding, hand. For this reason, it is suggested that he/she have a minimum of three (3) years of abstinence.
- 2) The Vice-Chairperson co-ordinates all sub-committee functions. In the absence of the Chairperson, the Vice-Chairperson shall perform the duties of the Chairperson. It is suggested that the Vice-Chairperson have a minimum of one (1) year abstinence.
- 3) The Secretary keeps accurate minutes of each ASC business meeting and types and distributes copies of these minutes to each GSR no later than one (1) week prior to the next ASC Meeting. He/She shall be one of the co-signers of the committee's bank account. It is suggested that the Secretary have a minimum of one (1) year abstinence.
- 4) The Treasurer shall make a report of contributions and expenditures at every regular ASC meeting, as well as an annual report at the end of the calendar year. He/She shall be the other co-signer on the committee's bank account. The Treasurer can also be made responsible for bulk purchases of literature for the groups. It is suggested that the Treasurer have a minimum of two (2) years of abstinence.
- 5) The Area Service Representative (ASR).
- 6) The Area Service Representative-Alternate (ASR-ALT).

The function of these last two committee members will be covered in more detail in the next section of this manual. All these officers

AREA SERVICE COMMITTEE (continued)

are elected yearly from among the active Group Service Representatives. They do not normally represent any group and have no vote in the committee. Any committee worker or officer may be removed during their term in office by a majority vote of the ASC. Also, all committee members and workers may succeed themselves in office, but in keeping with the 9th Tradition and the principle of rotating leadership, it is recommended that no officer serve more than two (2) consecutive terms.

Because groups, just like individuals, find it hard to survive along, one of the most important functions of the ASC is to encourage new membership. This can, of course, be successfully accomplished only by active 12th Step work. For this reason, each ASC should maintain an accurate 12 Step and sponsor list, put together a notice of its meetings and post this notice in places where people can see it, provide for periodic public service announcements, keep in contact with local authorities and referral agencies, and perhaps arrange for an answering service to take calls which can then be referred to members on the 12 Step list. Our primary aim is to bring the newcomer into our fellowship in the hope that he, too, can benefit from our way of life.

Another major function of our ASC's is initiating activities which can make cleanliness even more attractive to the newcomer, give the member an opportunity to learn how to function drug-free on a social level, and which gives us a chance to gather together to celebrate living. These local activities could include dances, picnics, parties, dinners, breakfasts, round-robin meetings, and any other functions which the committee feels would benefit its groups.

The third and most important service which the ASC provides is that of group support. Whenever a group has a specific problem or need which it has not been able to handle on its own, it can come to its Area Service Committee for help. These problems are almost limitless in scope; however, we have learned that we can get much accomplished when we work together.

The committee performs other functions which are of help to the groups. It can help new groups get started or give aid to floundering groups. It might scout an area for potential meeting places; might encourage members of other groups to attend meetings which need support; or might keep a stock of literature which the groups can purchase without waiting for mail to get to and from the World Service Office. The point is that the ASC handles whatever functions are necessary or helpful to its groups.

In order to provide these services the ASC needs the active participation of its GSR's, the facilities already mentioned, and qualified leaders. The group supports its Area Service Committee both financially and emotionally. It takes money to provide the services we have described. It is the groups' responsibility to offer this support. When an ASC is first formed, this need for funds may be minimal; just enough to pay for a Post Office Box, to rent a hall once a month, and to serve refreshments. However, as an Area grows so the financial needs of the committee also grow. In order to provide a full line of services it requires a steady, reliable input of money. Some Areas have tried to provide these funds through their activities. These alternate courses of financial support are helpful, but the bulk of the responsibility still falls on the member of the group.

AREA SERVICE COMMITTEE (continued)

The active participation of each group representative is essential for a successful ASC. Each GSR must keep his/her group informed and must represent that group's spiritual conscience in all committee decisions. In addition to this, a GSR participates in helping to carry out the ASC's other specific functions. The attracting of new members, the planning and implementation of activities, and the aid given to groups with special problems are services which require much more effort than a monthly meeting. Most ASC's have found that a sub-committee system is necessary to provide these services. A sub-committee does the actual work necessary to implement ASC programs. These sub-committees normally deal with a single service, such as 12 Step work, and may meet or do the work as needed during the month between regular ASC meetings. (A word to the wise: sub-committees are notorious for getting lost in their own dust as they stumble down the road of uncertain destiny; therefore, the Vice-Chairperson's job of co-ordinating these sub-committees is indeed an important one.)

THE AREA SERVICE REPRESENTATIVE

The Area Service Representative (ASR) is to the ASC what the GSR is to the group. As the representative of the Area, the ASR speaks for the members and groups within his Area Committee. The primary responsibility of the ASR is to work for the good of N.A. as a whole by providing two-way communication between his/her Area and the rest of N.A., particularly with neighboring ASC's. He/She represents the group conscience of the ASC at the Regional level and at the World Service Conference level*. The ASR attends all Regional Service Committee meetings and takes part in any decisions which affect the region as a whole, speaking as the voice of his ASC's group conscience. The ASR may serve on one or more of its sub-committees. The office of ASR is an immensely important one, for the ASR is the next link in expressing the will of a loving God. An ASR must be able to work for the common good, placing principles before personalities at all times. Therefore, in addition to the regular qualifications for GSR's it is recommended that nominees to the post of ASR also have:

- 1) Service Experience.
- 2) The willingness to give the time and resources necessary for the job.
- 3) A minimum of three (3) years of continuous abstinence from all mind-altering chemicals.

The office of ASR also parallels that of GSR in that it is a two (2) year commitment. The first year of service is spent as ASR-Alternate becoming familiar with the job, attending all ASC and RSC meetings and filling in for the ASR if he is absent or for any reason unable to complete his term in office. Naturally, the recommended qualifications for election as ASR-ALT. are the same as for ASR, with one exception: a minimum of two (2) years continuous sobriety.

Election of Officers:

Committee officers should be elected from the active GSR's, but can be elected from the active members that are in its area. Service experiences are a value: i.e., Secretary, Treasurer, panel member in institutions, etc., etc.

*For further explanation, see section of Regional Service Representative

REGIONAL SERVICE COMMITTEE

The Regional Service Committee (RSC) is a committee made up of the ASR's from all the Areas within a designated Region. This service committee is designed to provide service to its member areas, and should be duly registered with the World Service Office. The ASC and the RSC are similar in nature and purpose, but their respective functions are slightly different. While the ASC serves the specific needs of the individual member groups, the RSC serves the common needs of its member areas.

One of the primary aims of the RSC is to unify the Areas and Groups within its jurisdiction. Another aim is to carry N.A.'s message of recovery, in strict accordance with the 12 Traditions, to addicts who cannot attend regular meetings, through contact with various institutions. A third basic function of this committee is to contribute to the growth of N.A. as a whole, both by initiating much of the work to be finalized at the World Service Conference and by helping to support our World Services. Ingrained in these basic functions is, of course, our primary purpose of carrying the message of recovery to the addict who still suffers. The desire to more effectively achieve this goal is the reason that our entire Service Structure, including the RSC, exists.

Just as the ASC often deals with problems that the groups cannot resolve on their own, so the RSC tries to solve problems that the Area cannot deal with on their own. This is one way in which the RSC strives for unity; another is by providing a meeting place for Areas and a center of communication with other Regions and N.A. as a whole.

The Regional Service Committee is also responsible for major activities such as Conventions, Retreats, and Round-ups. These also can be considered functions to stimulate N.A. unity. Most of us have, at some time, attended an activity of this type and we are aware of the unity, creative action, and fellowship they can create. Each Region is encouraged to hold at least one major function or activity each year. These can be as simple as a camping trip or as involved as a convention; it doesn't really matter: they all provide the same stimulus. Usually the planning and implementation of such an event is left to a Regional activities sub-committee specifically established for this purpose. We have found that a sub-committee system is even more important at the Regional level than it is in our areas. This is because the RSC covers a greater number of meetings and only meets every two or three months. By necessity, most of the work (excluding major decisions and matters of conscience) must be done by sub-committees. Only the initiation and the finalization of a project takes place in the regular RSC meeting.

Our Traditions say that our primary purpose is to carry the message to the addict who still suffers. This is just as true for the RSC as it is for any group. All RSC functions have this purpose as a goal; some functions, however, relate directly to carrying the message. As we have noted, the Areas basically work to bring the addict to the fellowship, through public relations, public service announcements and advertising. The RSC's basic means of attracting addicts is to take the message to the addict. Institutional work is the responsibility of the RSC, and is usually handled by one or more sub-committees. Most of the violations of our Sixth, Seventh, and Eighth Traditions occur within this type of work. Drug programs, recovery houses, mental health groups, hospitals, criminal diversion courses, drug and alcoholism schools, and other

REGIONAL SERVICE COMMITTEE (continued)

organizations which have requested N.A. speakers, panels or meetings for the benefit of their residents, patients, or members have at times used the name of Narcotics Anonymous as part of their publicity and as a means to obtain financial grants. These types of MISUSES of the N.A. name and violations of the N.A. Traditions must be avoided at all costs.

Another important part of the RSC's function is to contribute to our World Services. Regional support in the nature of funds, ideas, and confidence is essential to the work of our World Services. Any excess funds which accumulate at the Regional level should be contributed directly to the W.S.O. The RSC itself has little need of large amounts of money, since it has no stationary facilities and, therefore, need pay no rent. Monies are needed for major activities, though these are ideally self-sustaining, with enough money left over from one activity to secure the next. However, the RSC does need money to operate. There are expenses: most RSC's normally publish quarterly meeting directories; large quantities of literature are often supplied to institutions and hospitals (though in some cases this is handled through a separate institutional literature fund); most Regions sponsor their representatives to the World Service Conference; and groups of any kind require miscellaneous funds for postage, stationary supplies and the like. Your RSC needs your support and the support of your group. Most of the suggestions, ideas, and new literature presented at the World Service Conference are initiated at the regional level. These are submitted in writing to the proper sub-committee of the WSC prior to the conference itself in order to be placed on the agenda.

Like the ASC, the RSC elects officers each year from among its member ASR's and ASR-Alternates. They include: 1) a Chairperson, 2) a Vice-Chairperson, 3) a Secretary, and 4) a Treasurer.

Their functions and responsibilities are identical with those of the ASC officers. The RSC also elects a Regional Service Representative (RSR) and a Regional Service Representative Alternate (RSR-ALT.) who speaks for his/her Region at the World Service Conference (WSC). (Note: These servants are the counterpart of the GSR and the ASR, and, will be discussed in more detail in the next section of this pamphlet.) Often, because of the limited number of people to choose from, one person may be elected to serve both as Chairperson and as RSR, and another may be elected to serve as Vice-Chairperson and RSR-ALT.

Both the Area and the Regional Service Committees are autonomous, just as the groups they serve, "except in matters that effect other groups or N.A. as a whole". Thus, the first thing an RSC must have in order to establish its identity is a permanent mailing address (Post Office Box). After the P.O. Box, the next thing an RSC should do is to register with the World Service Office. Groups and committees must be registered if they are to be listed in the World Directory, and in order to receive information and support from WSO.

The final thing that must be done when forming a group or a committee is to set down some kind of framework or guidelines within which to function. For our groups, this is usually a simple format which describes the type of meeting to be held and tells the leader how to proceed in holding it. Our committees also need a format in order to keep their meetings orderly. And, in addition, they need some kind of guidelines in order to maintain their service functions.

REGIONAL SERVICE COMMITTEE (continued)

Meeting formats vary widely from group to group, but usually consist of a statement defining the group, readings from our pamphlet, the body of the meeting, announcements from the Secretary and the GSR, and a collection. The format of an ASC meeting might consist of a definitive statement, the reading of our Traditions, a roll call and a report from the Treasurer, old business (including work in progress, sub-committee reports, and announcements from the ASR), new business (including a report from each group), announcements, a collection, and a closing prayer. Generally, ASC meetings are fairly flexible in their formats in order to deal with the wide variety of problems which might come up.

RSC meetings, on the other hand, are usually pretty well structured. The format of an RSC meeting is virtually identical to that of an ASC meeting, but the RSC deals primarily with common problems, working on a broader scale. Some regions have found it valuable to conduct their meetings according to a pre-arranged agenda. During the time since their last meeting, the RSC officers have been in touch with the Area officers and collected topics for discussion and problems to be considered at the up coming RSC meeting. In this way, area problems can be dealt with on a priority basis, and similar problems can be combined to prevent duplication of efforts.

Each service committee should have some kind of guidelines to insure that its services continue to be provided regardless of changes in officers or representatives. These guidelines should include a description of the committee, its purpose, and the scope of its service and should define the functions and responsibilities of its members, officers, and sub-committees.

The General Service Committees are the real working bodies of Narcotics Anonymous. It is these committees which can contribute more to the growth of N.A. than any other parts of our service structure. However, in order to function, they need active support: your support. Choose your representatives carefully; participate in group functions; get involved in N.A.; seek to serve where and when you can. The work is hard and often there seems to be little getting accomplished. But beyond helping you stay clean and sober, your personal return will be a thousand fold.

THE REGIONAL SERVICE REPRESENTATIVE:

The Regional Service Representative (RSR) is to the region what the GSR is to the group and the ASR is to the area. The RSR represents and speaks for the members and groups that comprise his/her Regional Service Committee. The primary responsibility of the RSR is to work for the good of N.A. as a whole by providing two-way communication between his/her region and the rest of N.A. He is the fellowship's link with the World Service Branches of the N.A. service structure (i.e., with the World Service Office, the World Service Board, and the World Service Conference). He provides two-way communication between these service levels and the various Areas within his region and the region as a whole: he receives minutes from the business meetings of the World Service Office and the World Service Board, and he reports thereon at each regular RSC meeting. He attends all RSC meetings and as many ASC meetings as possible. If he cannot attend a particular ASC meeting, he supplies that Area's ASR with his report on the World Service Branches, so that each Area can remain fully informed on the activities of all levels of N.A. service.

THE REGIONAL SERVICE REPRESENTATIVE: (continued)

The office of Regional Service Representative is a year round job. The RSR attends and is a member of the annual World Service Conference, and takes part in any decisions which affect N.A. as a whole*. The RSR serves on one or more Conference committees, receives Conference information and requests from the WSO and WSB, works closely with Regional Officers and sub-committees, and is a source of information or guidance in matters concerning the Twelve Traditions or N.A. as a whole.

Except in those cases where the Chairperson of the RSC also serves as the RSR, the RSR is elected in the following manner: Each year the RSR nominates potential Regional Service Representative-Alternates from among the qualified members in their region. These nominations are then taken through the Area committees to their groups for a group conscience vote. The results of this vote are reported back to the RSC and the nominee who receives support from the most groups becomes the RSR-Alternate for the following year. An RSR normally serves for a period of two (2) years: the first as an alternate representative and the second as a voting representative. The RSR-Alternate also fills in if the RSR is absent for any reason or is unable to complete his term in office.

In order for the RSR to do a good job, it is recommended that each nominee should have the following qualifications:

- 1) A commitment to service.
- 2) Service experience.
- 3) The willingness to give the time and resources necessary to do the job.
- 4) A minimum of five (5) years of continuous abstinence from all drugs, including alcohol (four (4) years for the RSR-ALT).
- 5) A good working knowledge of the Twelve Steps and the Twelve Traditions of our fellowship.

Our Regional Service Representatives should be selected from among our best informed, most trusted, and most active members in order that they may best serve our needs and the needs of N.A. as a whole.

*In order that the fellowship may have a more fairly audible voice at the highest level of group conscience decision making in Narcotics Anonymous: until such time as the various ASC's within N.A. have joined together in forming Regional Service Committees, representation of the fellowship at the World Service Conference level shall consist of all ASR's from all Area Service Committees duly registered with the World Service Office.

WORLD SERVICE

The final type of service which N.A. offers is World Service. These are the services which deal with the problems and needs of N.A. as a whole and which N.A. offers to its members, its groups, and to society. The basic purposes of our World Services are communication, co-ordination, information, and guidance. We provide these services so that our groups and members can more successfully carry the message of recovery, and, so that our program of recovery can be made more available to addicts everywhere.

Our World Services include three specific bodies: 1) the World Service Office, 2) the World Service Board, and 3) the World Service Conference. These three branches of service are interrelated and work together to benefit all of N.A. However, each branch of World Service functions within its own framework and guidelines.

Within our World Services we again find new service concepts developing. First, our World Services work for the good of all of N.A. Although all parts of our service structure affect and are affected by N.A. as a whole, only at this level do we find service bodies designed to deal with problems which involve our entire fellowship. A second new concept found at this level is that of the non-addict servant. These individuals have valuable skills from which our fellowship can benefit.

THE WORLD SERVICE OFFICE

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

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

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

Another very important function of our World Service Office is to co-ordinate our World Service Conference. WSO is responsible for the planning of the Conference itself, selecting a suitable site, locating lodging, arranging for meals, notifying the representatives, and administering all the details necessary for the Conference to take place.

THE WORLD SERVICE OFFICE (continued)

If, and when, N.A. has a truly international convention, the administration and co-ordination of this event will also be the responsibility of the World Service Office.

In order to provide communication, co-ordination, information, and guidance services, the WSO must keep extensive files of correspondence and other records. These files include: letters to and from those who have contacted WSO; a file of all correspondence with each N.A. group; a record of all starter kits sent out; the name, address, and telephone number of all GSR's, ASR's, and RSR's; and, the addresses of all General Service Committees and their officers. Along with these files and records, WSO keeps the archives of N.A.'s history. These archives contain relevant documents, newspaper articles, photos of original meeting places, etc. Records such as these are necessary so that we may learn from our past mistakes, stay in contact with all of N.A. and serve our fellowship.

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

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

All these functions make it necessary for our World Service Office to be more of a "business" than a part of the fellowship. WSO is separate from N.A., but works for N.A. WSO, Inc. functions as a non-profit corporation: with managers, departments, administrators, paid employees, subsidiaries, and the like. The corporation has five (5) regular members who act as the Board of Directors of WSO and are its officers: President, Vice-President, Treasurer, Director, and Secretary. WSO, Inc. operates under a standard set of corporate by-laws with this amendment: "The Board of Directors and any additional boards or committees shall be subject to and abide by the TWELVE TRADITIONS as stated in the book entitled Narcotics Anonymous".

Our office is administrated by our World Service Board and acts upon the directives of our World Service Conference. WSO is truly a business; its raw material is the program, its product is sobriety, and its function is service.

THE WORLD SERVICE BOARD

The World Service Board (WSB) of Narcotics Anonymous has the broadest scope of any branch of our service structure. The responsibility of this board is to help deal with anything that affects N.A. as a whole; either internally or externally. All things which may endanger the existence of our fellowship or limit our growth are of concern to the WSB. This board does not, however, govern. Its nature is that of a custodian, providing guidance. The members of the World Service Board are known as Trustees and consists of both addicts and non-addicts. Their only purpose is to serve the best interests of our fellowship, and through the World Service Conference we give them the authority to do this.

Like the World Service Office, our World Service Board functions as an entity apart from our program per se. All the actions of the Board are guided by our Traditions. Although the primary aim of the Board is to ensure the maintenance of the Twelve Traditions, they also serve in many other capacities and have other responsibilities.

The WSB is responsible for the administration of our World Service Office. In this capacity they strive to increase the effectiveness of its many functions and co-ordinate its activities. In order to perform this function and others, the WSB utilizes a sub-committee system similar to that used by our ASC's and RSC's; the main difference is that the Trustee committees are permanent, while the General Service sub-committees are usually set-up to deal with specific needs and disbanded when their job is done. The standing committees of the World Service Board include. public relations. literature, institutional, World Service Office, and World Service Conference.

These committees meet throughout the year and are composed of Trustees, members, and an occasional non-addict. Committee members are selected on a "what they have to offer" basis and each brings special skills or experience relevant to the committee function.

The internal structure of the World Service Board is different from the rest of our service branches. The Trustees do not represent - they serve. This service is for an indefinite term; however, each trusteeship is reaffirmed yearly to ensure the continuation and quality of service. The WSB works closely with the World Service Conference and Conference committees, but functions within its own guidelines.

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS:

- I. The purpose of The Board of Trustees (hereafter referred to as The Board) is to insure the continuation and growth of Narcotics Anonymous.
- II. The functions of The Board are:
 - A. To deal with those things, both within and outside the fellowship, which affect the continuation and growth of N.A.
 - B. To actively seek to insure the maintainance of the Twelve Traditions of Narcotics Anonymous.
 - C. To actively seek and encourage ways of carrying the message of recovery to the addict who still suffers.

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

II. (continued)

The Board and its members are responsible to the fellowship as a whole through our service structure; and must remain responsive to the needs of the fellowship.

III. The Twelve Traditions of Narcotics Anonymous
(Editor's note: see Page ____)

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

IV. The membership of the Board of Trustees of Narcotics Anonymous conforms to the following:

- A. The number of Trustees serving at any time is limited to a maximum of fifteen (15). There need not be a full complement of Trustees serving at any given time; ultimately, the number of active Trustees will be determined by need.
- B. Trusteeship is of two basic types: Addict and Non-Addict. Of the active Trustees, at least two-thirds (2/3) are recovered drug addicts.
- C. At least one-half (1/2) of the active Trustees reside within commuting distance of the World Service Office (WSO).
- D. The Qualifications required of Addict Trustees include:
 - 1. The willingness to serve as an active member of the Board.
 - 2. Nomination at the World Service Conference (WSC).
 - 3. A commitment to service as shown by experience working as a member of other N.A. service committees, and his or her contributions to the continuation and growth of the fellowship.
 - 4. The time and resources necessary for active Trusteeship.
 - 5. A minimum of five (5) years continuous abstinence from drugs, including alcohol.
 - 6. A good working knowledge of the Twelve Traditions of N.A.
- E. The Qualifications required of our Non-Addict Trustees are:
 - 1. The willingness to serve as an active member of the Board.
 - 2. Nomination at the World Service Conference (WSC).
 - 3. The time and resources necessary for active Trusteeship.
 - 4. A good working knowledge of the Twelve Traditions of N.A.
 - 5. A good understanding of the nature of the addict and of our program of recovery.
- F. A Trustee is selected by the following procedure:
 - 1. Candidates for the Board are nominated at the World Service Conference (WSC).
 - 2. Following the WSC, or whenever needed, the Board selects its replacements or new Trustees from the list of Conference Nominees.
- G. The term of Trusteeship for a member of the Board of Trustees of Narcotics Anonymous is indefinite.
- H. A Trustee may be removed from office for due cause:
 - 1. Upon a two-thirds (2/3) majority vote of the entire Board, any member of the Board is immediately terminated.
 - 2. The procedure for such a vote is as follows:
 - a. Upon receipt of a written 'statement of cause', the Chairman of the Board of Trustees calls a special meeting of the Board. (In the case where the trusteeship of the Chairman is in question, the Vice-Chairman takes charge of this procedure.) Each Trustee is notified of this meeting and supplies a copy of the 'statement of cause' at least one (1) month prior to the meeting date.

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

H. 2. (continued)

- b. At the meeting the author of the 'statement of cause' and the Trustee in question are each allowed twenty (20) minutes to express their points of view. Other Trustees are then allowed to ask direct questions of either or both parties for an additional twenty (20) minutes.
- c. A roll call vote of all Trustees is then called. If the required two thirds (2/3) majority decision can be determined by those Trustees present, then the vote is considered final. If, however, the decision cannot be determined by those present, a copy of the minutes and a request for immediate reply is sent to each absent Trustee. As soon as the required majority or lack of required majority can be determined the issue is closed and the decision of the Board is final.
- I. The resignation, retirement, or removal of a Trustee does not exclude him or her from future nomination at the World Service Conference (WSC).

V. In order to function more effectively, the Board of Trustees of Narcotics Anonymous elects officers.

- A. The officers of the Board of Trustees include:
 - 1. The Chairman
 - 2. The Vice-Chairman
 - 3. The Secretary
- B. The duties of these officers are:
 - 1. The Chairman of the Board of Trustees:
 - a. Presides over all Trustee meetings.
 - b. Has such powers and performs such duties as may be required, from time to time, by the Board.
 - c. May appoint and define the duties of committees as authorized by the Board.
 - d. Is elected from, and is a member of, the Board.
 - 2. The Vice-Chairman of the Board of Trustees:
 - a. Performs all the duties of and has all the powers of the Chairman in his or her absence.
 - b. Has such powers and performs such duties as may be required, from time to time, by the Board.
 - c. Is elected from, and is a member of, the Board.
 - 3. The Secretary of the Board of Trustees:
 - a. Keeps a record of the proceedings of the Board and of the Trustees.
 - b. Prepares and publishes accurate minutes of the meetings of the Board, within thirty (30) days of such meetings.
 - c. Is selected because of ability, and need not actually be a member of the Board.
- C. These officers are elected by the Board at the final regular Trustee meeting of each calendar year, and serve for the following calendar year.
- D. The officers of the Board of Trustees may serve more than one (1) term of office, provided that they are re-elected for each term.

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

- VI. The meetings of the Board of Trustees conform to the following:
- A. The Trustees hold regular quarterly meetings on the first Saturday of the months of February, May, August, and November.
 - B. Additional Special Meetings are held whenever needed upon two (2) weeks notification by the Chairman.
 - C. The regular quarterly Trustee meetings are open to members of the fellowship as non-participant observers.
 - D. The attendance of at least two-fifths (2/5) of the active Trustees at a meeting constitutes a quorum for conducting the business of the Board.
 - E. Each Trustee is expected to attend at least two (2) regularly scheduled meetings each year. A Trustee who is unable to attend may be asked to resign his or her Trusteeship.
 - F. A record is kept of the meetings of the Board.
 1. Accurate minutes of all Trustee meetings are taken and published within thirty (30) days of the meeting. A copy of these minutes are sent to:
 - a) Each Trustee
 - b) The World Service Office
 - c) Each duly registered Regional Service Committee
 2. These are the only copies normally distributed; however, any member of the fellowship may, upon request, receive a copy of the minutes of Trustee meetings from the World Service Office (WSO) by sending a self-addressed stamped envelope.
 3. The basic format for these minutes is:
 - a. Date and location of meeting.
 - b. Attendance.
 - c. The minutes of the last meeting were read and...
 - d. The following reports or information were presented.
 - e. The following items of old business were discussed...
 - f. The following topics were considered as new business...
 - g. The next meeting of the Board will be held...
 - h. The following action should be taken prior to the next meeting...
 - i. The following items will be discussed as part of the agenda for the next meeting....
 - G. The regular meetings of the Board of Trustees last approximately two (2) hours and have the following basic format:
 1. Opening.
 2. Information and Reports.
 3. Old business.
 4. New business.
 5. Closing.
- VII. In order that we may better serve, we utilize a sub-committee system between the meetings of the Board.
- A. Our 'Trustee Committees' are of two (2) basic types.
 1. Standing.
 2. Temporary.
 - B. The Standing Committees include:
 1. Literature
 2. Public Relations
 3. Institutional
 4. World Service Office (WSO)
 5. World Service Conference (WSC)

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

VII. (continued)

- C. Our Temporary Committees are established as the need arises and exist so long as the need exists.
- D. Trustee Committees are chaired by a Trustee who has been selected because of his or her experience in a specific area. Other members of these committees include other Trustees, members of the fellowship, or non-addicts as appointed by the committee Chairman.
- E. Minutes of all sub-committee meetings are taken and copies of these minutes are maintained by the Secretary of the Board of Trustees and by the World Service Office (WSO). These minutes are not published and distributed; however, any member of the fellowship may, upon request, receive a copy from the World Service Office (WSO) by sending a self-addressed stamped envelope.

VIII. The Board of Trustees is an advisory Board rather than a directive Board. It is our responsibility to offer guidance to our members, our groups, and our service committees in matters concerning the Traditions or which affect N.A. as a whole.

- A. The actions of the Board or of any individual Trustee are documented so that we can learn from our experiences. The following basic format is used in documenting trustee action:
 1. Date, location, Trustee(s) involved.
 2. Description of problem.
 3. Action taken.
 4. Effect of action.

- B. In order that we may be consistent in our guidance we use the following basic formats whenever possible in communicating with N.A. members, groups, service committees, non-members, and other organizations:

1. This basic format, with minor modifications, is used in almost all circumstances when it is necessary to take formal action.

"Dear...

As a member of the Board of Trustees of Narcotics Anonymous, it has come to my attention that a potential problem may exist which concerns you...(give the information relating to the situation)....

This situation could become a problem because... (state potential problem and relate it to our Traditions)

In a situation of this kind I would recommend... (give specific suggestions and the reasons for the suggestions)...

I hope that this misunderstanding can be cleared up quickly and that we all can learn from your experience. A situation such as this will surely come up again and hopefully we will be better able to deal with it as a result of your concern.

Yours in fellowship,..."

2. For more serious matters, involving the Board as a whole a format similar to the one below is used.

"To...

It has come to our attention that...(state situation)... As Trustees, it is our responsibility to deal with matters which relate to the maintenance of our Traditions or affect the fellowship as a whole. We feel

GUIDELINES OF THE BOARD OF TRUSTEES OF NARCOTICS ANONYMOUS: (continued)

VIII. (continued)

- B. 2. that this situation represents...(state Tradition(s) in violation and/or possible negative effects on the fellowship)...

We suggest that the following action should be taken to solve this problem and prevent it from happening again (state suggestions and the reasons for the suggestions)...

We hope that this misunderstanding will be resolved quickly. Thank-you for your co-operation."

- IX. These Guidelines may be amended at any time by a two-thirds (2/3) majority vote of the Board of Trustees.

ADDENDUM

Due to the fact that our Service Structure is still developing, certain sections of these Guidelines may be inappropriate at this time. As problems occur, they will be dealt with internally. We have tried to define our functions as completely as possible; this, however, cannot be fully achieved until the Service Structure of Narcotics Anonymous is fully defined and operational and until Guidelines for the World Service Conference (WSC) have been drafted, accepted, and put into effect.

* * *

We, as members, have given the Board the right to act on our behalf, so long as its actions are within the framework of our Traditions. The Trustees do not, however, have the authority to control N.A. or change the nature of our fellowship. Our Second Tradition ensures that major policy decisions can only be made according to the spiritual conscience of our entire fellowship. This means that each of us, through our service structure, maintains the right to have a say in what happens in N.A.

THE WORLD SERVICE CONFERENCE:

The final part of our service structure is the World Service Conference (WSC). It is the nerve center of our fellowship. Our Conference is the one time each year when all our service branches come together. Unlike all other branches of N.A. service, the Conference is not an entity, it is an event, the coming together. In the Spring of each year the Regional Service Representatives, the Trustees of the World Service Board, and the Managers and Directors of the World Service Office meet to discuss questions of significance to the fellowship of Narcotics Anonymous as a whole.

The Conference itself can last up to a week; however, the planning and implementation associated with the Conference is a year-round proposition. The WSO is responsible for the administration of the Conference itself. The Trustees and Directors who attend the WSC must spend time in preparation, studying problems to be discussed and gathering information upon which decisions can be based. Each representative must be knowledgeable about the needs and feelings of his region, and, be prepared to contribute to the Conference.

(NOTE TO THE Reader: In lieu of a more complete description of the Conference itself, we offer the following. When the WSC adopts formal guidelines, they will be inserted here, either in conjunction with the material appearing on this page or in its place.)

The conference usually begins with an opening meeting which includes opening ceremonies, an overview of topics to be presented, and a review of the meaning and effect of the Twelve Traditions.

From this general meeting, the conference splits up into six (6) committees at which all suggestions, questions, and problems which have been submitted are discussed. These topics can include anything of major importance to N.A. as a whole.

These committees include: Administrative, Policy, Finance, Literature, Institutional, and Public Information. Each representative serves on one committee; each committee contains at least one trustee; and those committees which have equivalents in the WSO or WSB meet in conjunction with them. The purposes of the committees are to discuss all input within their scope, resolve items which do not require major policy decisions, and prepare resolutions for policy items. These resolutions are designed to occupy as little general meeting time as possible and include a simple statement of the resolution, arguments for and against, and the facts which support these arguments.

After the agenda for the general meeting has been prepared from resolutions gathered from the committees, all conference members get together as a body once again. At this general meeting each resolution is presented and considered. Some resolutions can be acted upon by the conference and some must be taken back to each Region, Area, and Group for group conscience decisions. But the conference can, because of our service structure, initiate action which will benefit all members.

Once the conference has considered all resolutions and decided which required fellowship-wide group conscience votes and which were within the realm of conference action, the committees meet once again to plan for the implementation of the conference resolutions. The committees decide which branch - the WSO, the WSB, or one of the conference committees - can take the most effective action. Based on these decisions, directives are drafted and submitted for final approval.

Then, finally, all conference members meet together once again for the closing meeting. At this time the directives are approved and the closing ceremonies take place.

It sounds like the World Service Conference has a lot of power . . . this isn't true. All conference matters are dealt with in strict accordance with our Traditions; each Conference member is a trusted servant and has shown an understanding of our Traditions, and all items discussed in conference originate within the fellowship. Due to its very nature, the Conference is the servant of the fellowship.

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Everything that occurs in the course of N.A. Service must be motivated by the desire to more successfully carry the message of recovery to the addict who still suffers. It was for this reason that this work was begun. We must always remember that as individual members, groups and service committees we are not, and should never be, in competition with each other. We work separately and together to help the newcomer and for our common good. We have learned, painfully, that internal strife cripples our fellowship; it prevents us from providing the services necessary for growth.

The intent of this Service Manual is to help clarify what needs to be done so that we can provide better service. The service structure of Narcotics Anonymous as described here does not exist everywhere in N.A. today. It is an ideal towards which we can strive, and in so doing make recovery available to a greater number of addicts.

THE TWELVE STEPS

1. We admitted that we were powerless over our addiction, that our lives had become unmanageable.
2. We came to believe that a power greater than ourselves could restore us to sanity.
3. We made a decision to turn our will and out lives over to the care of God as we understood Him.
4. We made a searching and fearless moral inventory of ourselves.
5. We admitted to God, to ourselves, and to another human being the exact nature of our wrongs.
6. We were entirely ready to have God remove all these defects of character.
7. We humbly asked Him to remove our shortcomings.
8. We made a list of all persons we had harmed, and became willing to make amends to them all.
9. We made direct amends to such people wherever possible, except when to do so would injure them or others.
10. We continued to take personal inventory, and when we were wrong promptly admitted it.
11. We sought through prayer and meditation to improve our conscious with God, as we understood Him, praying only for knowledge of His will for us, and the power to carry that out.
12. Having had a spiritual awakening as a result of these steps, we tried to carry this message to addicts and to practice these principles in all our affairs.