

**Narcotics Anonymous
World Services Inventory**

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

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JUST FOR TODAY

Just for today my thoughts will be on my
recovery living and enjoying life
without the use of drugs

Just for today I will have faith in someone
in NA who believes in me and wants
to help me in my recovery

Just for today I will have a program. I will
try to follow it to the best of my ability.

Just for today through NA, I will try to get
a better perspective on my life.

Just for today I will be unafraid, my thoughts
will be on my new associations, people
who are not using and who have
found a new way of life. So long as I follow
that way, I have nothing to fear.

*Narcotics Anonymous
World Services Office, Inc.*

CONSULTANT'S REPORT

INTRODUCTION

INTRODUCTION

It is with great pleasure and a feeling of profound satisfaction that I introduce this study. On May 26, 1994, I began discussions with NA Officials from WSO regarding becoming a consultant for this independent study. After months of negotiations, during which time we competed for this honor with other consultants, a contract was signed, and the analyses began on November 5, 1994. A progress report was presented to WSO officials on December 15, 1994. Our task was to complete the study by March 4, 1995, and present it to the Consultant Committee. A final presentation will be made before the NA World Service Conference in Manhattan Beach, April 24-30 1995.

The tasks to be performed, as stated in the contract between WSO and our company, are as follows:

Subsection 1. "Services"

- a) A review of the NA world services inventory materials collected and compiled by the Composite Group, which shall include but not be limited to; those materials surveys, tools and instruments developed by the Composite Group for the world services inventory, the resulting information received by the Composite Group from the completion of the surveys tools, and assessments/evaluation instruments, and all background educational materials as provided by the Consultant Team of the Composite Group.
- b) An analysis of the resulting information and data obtained from the above stated materials culminating in a final report due at WSO on or about March 1, 1995, which shall include:
 - 1. A statement of identified problems.
 - 2. A description of each identified problem.
 - 3. A rationale for the determination of each problem.
 - 4. An analysis and evaluation of the overall world services structure.
 - 5. A statement of suggestions for corrective action."

The firm of J/K Associates was formed, and we began assembling a team of experts from the academic and the scientific community. Because this was basically to be a

management review in which we were to furnish "consulting and facilitating services," our associates were not only competent in their respective fields but also very active in the management field of the business world. This process took more time than we had hoped. However, we became organized, met the first deadline, and delivered a progress report on December 15, 1994. At that time we were told to continue.

Even thou we went into this with our eyes open, we were amazed by the complexity of the organization and various oversight committees. We wished that there had been more time and resources to study the surveys and the inventories. As it was, this study consumed hundreds of hours of analyses by the best from the academic community including a team of MBAs, a scientist, and a statistician without peer.

We also come from a 12-step program perspective. We feel that this is important. The team has a total of 40 years of experience in attending 12-step programs and over 30 years of clean & sober time. We, therefore, bring an understanding of your fellowship that the "earth person" could not have.

Some of our findings are nothing new. However, as stated at the December 15 meeting, they will confirm, from an "independent analysis" perspective, what you have already learned by reading your annual reports. The significant difference is that we offer you a series of solutions and a methodology to obtain timely results. We believe that NA is at a crossroads. WSO is now a big business. You must survive in order to still continue to help the suffering addicts. We want to assist you in doing that. We believe that we can continue to be of tremendous service to NA by helping them to adopt more modern management techniques that will better serve the membership and bring NA into the Twenty-first Century.

In conclusion, let me thank all the members of World Service Office -- the Co-Executive Directors, George Hollahan and Anthony Edmonds, and the entire staff, especially Carol Kenney, for their responsiveness and cooperation. Our special thanks to Stu Tooredman, our contact person for the Consultant Team of the Composite Group.



As a recovering alcoholic, with over 30 years of clean and sober time, this has not only been a job, but a labor of love. I appreciate all of you and what you are trying to accomplish.

ONWARD AND UPWARD!!!!

Kelly Chamberlain, J/K Associates



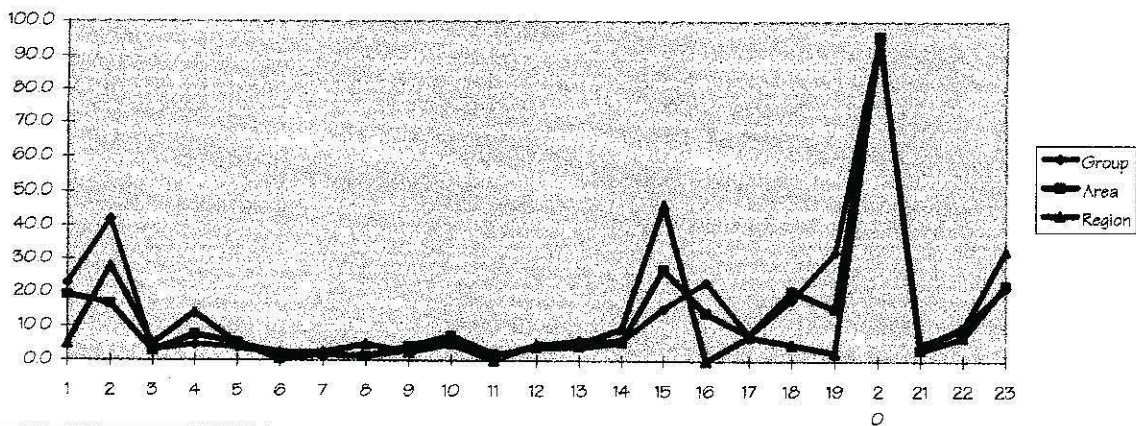
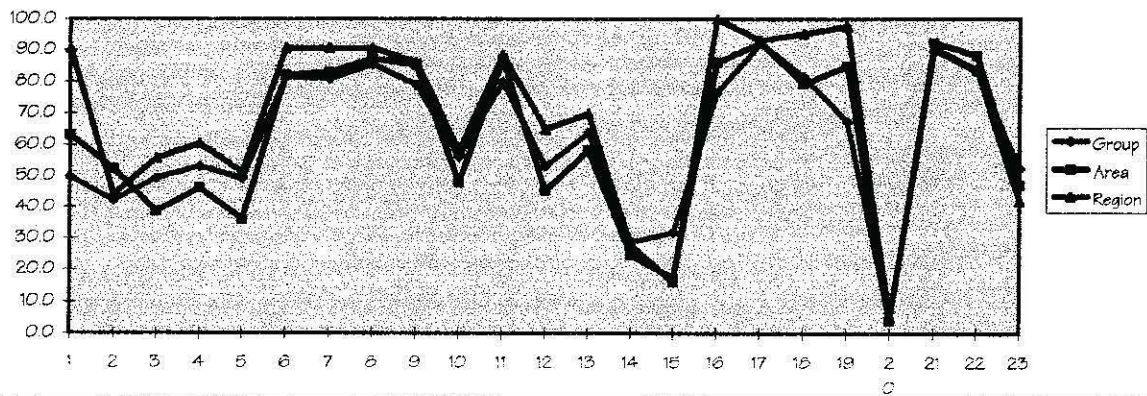
CONSULTANT'S REPORT

Results of Fellowship Surveys

Trust and Approval:								
Our _____ thinks that the following WSO efforts are <u>valuable</u>								
(YES)		Region(Q18)	Area(Q17)	Group(Q14)	(NO)	Region(Q18)	Area(Q17)	Group(Q14)
Admin	A	55.8	38.6	49.6	Admin	4.7	2.7	3.1
Trustees	B	60.5	46.2	53.2	Trustees	14.0	7.6	4.5
Directors	C	51.2	35.9	49.4	Directors	4.7	5.4	3.9
H&I	D	90.7	82.1	81.0	H&I	0.0	0.0	1.8
PI	E	90.7	83.0	81.0	PI	2.3	1.8	1.6
Literature	F	90.7	87.2	85.5	Literature	0.0	1.3	1.3
Translation	G	86.0	85.2	79.0	Translation	2.3	4.0	2.9
Policy	H	58.1	48.0	56.2	Policy	4.7	7.2	5.4
Office	I	88.4	87.0	79.7	Office	0.0	1.8	1.2
Outreach	J	65.1	45.3	53.3	Outreach	4.7	3.6	4.2
Convention	K	69.8	58.3	63.9	Convention	4.7	4.0	5.9
Interim	L	27.9	24.7	28.9	Interim	9.3	5.4	5.6
Our _____ is <u>responsible</u> to support WSO by								
(YES)		Region(Q8)	Area(Q10)	Group(Q11)	(NO)	Region(Q8)	Area(Q10)	Group(Q11)
Contributions	A	100.0	86.1	75.7	Contributions	0.0	13.9	23.1
Literature	B	93.0	92.4	92.1	Literature	7.0	7.6	7.5
Participation	C	95.0	79.4	81.6	Participation	4.7	20.6	18.0
Deciding	D	97.0	84.8	67.3	Deciding	2.3	15.2	32.3
Nothing	E	4.7	4.0	4.2	Nothing	95.3	96.0	95.2
Our _____ is <u>responsible</u> to support WSO with funds								
Groups	Q	Q11-A	Q9-A	Q9-DK	Q9-D	Q11-D	Total	
	%	76.5	89.5	1.9	7.7	23.1	198.7	
	%/2	38.3	44.8	1.0	3.9	11.6	99.4	
Area	Q	Q10-A-A	Q8-A	Q8-DK	Q8-D	Q10-A-D	Total	
	%	86.1	86.5	3.1	6.7	13.9	196.3	
	%/2	43.1	43.3	1.6	3.4	7.0	98.2	

COMMON QUESTIONS BETWEEN GROUP, AREA & REGION											
			AGREE/YES			Disagree/NO			Don't Know		
Topic	Questions	Group	Area	Region	Group	Area	Region	Group	Area	Region	
1 Awareness of WSO	1,1,1,	50.0	63.2	90.7	22.7	19.3	4.7	24.7	14.8	4.7	
2 Wants more help	5,2,4	42.1	52.5	44.2	42.1	16.6	27.9	13.6	28.3	23.3	
3 Asks Q - helpful ans.	15,7	46.1	44.4		6.1	6.3		45.9	46.6		
4 Understand language	17,-,13	52.1		34.9	31.0		60.5	15.6		4.7	
5 Trusts	6,20,25	64.4	54.7		10.0	14.8		23.2	27.8		
6 a. Valuable Committees	14,17,18	49.6	38.6	55.8	3.1	2.7	4.7	45.7	56.5	34.9	
6 b		53.2	46.2	60.5	4.5	7.6	14.0	40.5	44.4	20.9	
6 c		49.4	35.9	51.2	3.9	5.4	4.7	44.9	56.5	39.5	
6 d		81.6	82.1	90.7	1.8	0.4	2.3	16.0	15.7	7.0	
6 e		81.0	83.0	90.7	1.6	1.8	2.3	16.0	13.5	2.3	
6 f		85.5	87.2	90.7	1.3	1.3	4.7	11.9	9.0	4.7	
6 g		79.0	85.2	86.0	2.9	4.0	2.3	16.6	8.5	7.0	
6 h		56.2	48.0	58.1	5.4	7.2	4.7	36.2	41.7	32.6	
6 i		79.7	87.0	88.4	1.2	1.8	0.0	17.4	9.4	7.0	
6 j		53.3	45.3	65.1	4.2	3.6	4.7	40.8	48.4	25.6	
6 k		63.9	58.3	69.8	5.9	4.0	4.7	28.3	35.4	20.9	
6 l		28.9	24.7	27.9	5.6	5.4	9.3	63.3	63.0	58.1	
7 Satisfied w/ Support	23,-,26	54.7		48.8	14.6		23.3	28.6		23.3	
8 Satisfied w/ money	10,9,10	31.8	17.5	16.3	15.2	26.9	46.5	51.3	53.4	32.6	
9 a -Buy literature	11,10,8	76.5	86.1	100.0	23.1	13.9	0.0				
9 b		92.1	92.4	93.0	7.5	7.6	7.0				
9 c		81.6	79.4	95.3	18.0	20.6	4.7				
9 d		67.3	84.8	97.7	32.3	15.2	2.3				
9 e		4.0	4.0	4.7	95.3	96.0	95.3				
10 Literature language	21,18,23	90.0	92.4	90.7	4.3	3.1	4.7	4.6	2.7	4.7	
11 Fellowship approval	8,5,22	83.1	88.3	83.7	9.9	6.7	9.3	5.5	2.7	2.3	
12 Overall conscience	22,19,24	52.4	47.1	41.9	21.5	22.4	32.6	24.1	27.8	18.6	

Topic	Questions	AGREE/YES			Disagree/NO			Don't Know		
		Group	Area	Region	Group	Area	Region	Group	Area	Region
1 Awareness of WSO	1,1,1	50.0	63.2	90.7	22.7	19.3	4.7	24.7	14.8	4.7
2 Wants more help	5,2,4	42.1	52.5	44.2	42.1	16.6	27.9	13.6	28.3	23.3
6 a -valuable committees	14,17,16	49.6	38.6	55.8	3.1	2.7	4.7	45.7	56.5	34.9
6 b		53.2	46.2	60.5	4.5	7.6	14.0	40.5	44.4	20.9
6 c		49.4	35.9	51.2	3.9	5.4	4.7	44.9	56.5	39.5
6 d		81.6	82.1	90.7	1.8	0.4	2.3	16.0	15.7	7.0
6 e		81.0	83.0	90.7	1.6	1.6	2.3	16.0	13.5	2.3
6 f		85.5	87.2	90.7	1.3	1.3	4.7	11.9	9.0	4.7
6 g		79.0	85.2	86.0	2.9	4.0	2.3	16.6	8.5	7.0
6 h		56.2	45.0	58.1	5.4	7.2	4.7	36.2	41.7	32.6
6 i		79.7	87.0	88.4	1.2	1.5	0.0	17.4	9.4	7.0
6 j		53.3	45.3	65.1	4.2	3.6	4.7	40.5	48.4	25.6
6 k		63.9	58.3	69.8	5.9	4.0	4.7	28.3	35.4	20.9
6 l		25.9	24.7	27.9	5.6	5.4	9.3	63.3	63.0	58.1
8 Satisfied w/ money	10,9,10	31.8	17.5	16.3	15.2	26.9	46.5	51.3	53.4	32.6
9 a -Buy literature	11,10,8	76.5	86.1	100.0	23.1	13.9	0.0			
9 b		92.1	92.4	93.0	7.5	7.6	7.0			
9 c		81.6	79.4	95.3	18.0	20.6	4.7			
9 d		67.3	84.8	97.7	32.3	15.2	2.3			
9 e		4.0	4.0	4.7	95.3	96.0	95.3			
10 literature language	21,18,23	90.0	92.4	90.7	4.3	3.1	4.7	4.6	2.7	4.7
11 fellowship approval	6,5,22	83.1	88.3	83.7	9.9	6.7	9.3	5.5	2.7	2.3
12 overall conscience	22,19,24	52.4	47.1	41.9	21.5	22.4	32.6	24.1	27.5	18.6



RESULTS OF FELLOWSHIP SURVEYS GROUP, AREA, AND REGION

I. EXECUTIVE SUMMARY

Narcotics Anonymous (NA) conducts an annual "inventory" or survey of how well World Services is meeting its primary objective to provide products and services through the World Services structure to directly support the NA fellowship in overcoming addiction. This survey is conducted at all three organizational levels between World Services and the fellowship. A previous consultant company had designed this survey for NA, and NA distributed the surveys to all NA groups, areas, and regions with approximately 16% of the groups, 44% of the areas, and 68% of the regions percent responding. The number of surveys returned provided a statistically significant sample of these three organizations. NA provided the raw data from the surveys to J/K Associates for analysis and evaluation as part of this management study to identify problems and propose solutions for NA to consider for implementation.

A detailed analysis was performed on the responses to each survey question to help identify symptoms of larger management problems for NA to resolve and improve the operation of the world services structure and better support the fellowship. The surveys were constructed by the previous consultant to address seven different areas of interest in world services performance:

1. general awareness of world services,
2. unmet needs,
3. service delivery/communications/coordination,
4. trust and approval,
5. funds flow and financial approval,
6. fellowship development, and
7. guidance.

The detailed analyses of each survey question response was grouped into these seven areas for each of the three levels of NA organization, the groups, areas and regions. The responses were analyzed at face value since the only responses to the survey statements were "agree," "disagree," or "don't know." The responses within each of the seven areas were evaluated for issues pointing toward larger management problems. Problems identified in each of these areas fell into one of three problem areas:

1. communication,
2. organizational structure/management focus, and
3. training.

Each major problem identified was identified and described, and a corrective action recommended.

The most serious problems identified were in the area of communication, stemming from the fact that a significant portion of the World Services Organization was not aware of the functions of World Services, and therefore, not aware of what products and services they provided to support the fellowship. This communication problem resulted in significant customer (group, area, region) dissatisfaction with services provided since the customer was not fully aware of what services were offered and feedback on what services were needed by the fellowship was not reaching or being considered by world services. Several recommendations were made to improve communication, ranging from handout folders and publication articles to a suggestion program and a 1-800 toll-free telephone number. The complex NA organizational structure of two boards and large number of committees was not supportive of good communication or focusing on the primary NA mission to support the suffering addict through recovery. A detailed analysis of organization structure is discussed in another section of this report. However problems identified from the survey results that point toward organizational structure problems are briefly discussed here. World Services needs to focus organizational structure on carrying out the mission and consolidate and eliminate overlapping or non-value added functions. Finally, NA world services has to provide the necessary training for their people to carry out the responsibilities of their jobs. Both employees and the service structure volunteers need training in communications skills, facilitation, and planning to do their jobs. Where highly specialized skills are needed or it is not feasible to train an NA employee or volunteer, consultants can be effectively used to help train and augment the World Services workforce.

II. INTRODUCTION

PURPOSE

The purpose for analyzing the responses to the NA fellowship surveys is to identify management problems for improvement.

METHODOLOGY

Since the survey response scale was modified to only "agree, disagree and don't know," we could not perform meaningful statistical correlation as to the degree which the groups, areas and regions felt strongly about the responses to the questions. However, from the high degree of correlation between the initial responses (collected as of January 31, 1994), and all the surveys finally received, the survey responses were considered to adequately representative of the all the groups (see Appendix A on Statistical Validity of Survey). The high percentage of surveys returned 16% for the groups, 44% for the areas, and 68% of the regions contributed to this high degree of correlation and statistical validity of the sample. Common industry practice is to use a survey return rate of 6% or better for market decision making.

Therefore, the responses to the questions were analyzed for the information they provided in general terms and trends. The questions were developed to cover seven areas of interest in assessing how well NA world services was meeting the needs of the fellowship and supporting the world service structure that provides needed products and services. The areas of interest were:

1. general awareness of world services,
2. unmet needs,
3. service delivery/communication/coordination,
4. trust/approval,
5. fund flow/financial approval,
6. fellowship development, and
7. guidance.

For group, area, and region responses each question (statement) was grouped into the appropriate area of interest and analyzed individually and within the context of the other

questions relating to the same area of interest. Not all questions (statements) were posed to all three groups, some questions (statements) were unique to one or common to two organization levels, and some questions (statements) were worded slightly differently for different organizational levels, which may have changed their interpretation among group, area, and region responses.

The responses to the questions (statements) generally fell into three correlation groups:

1. a high degree of agreement or disagreement with the statement (approximately 80% or higher positive or negative response);
2. an uncertain response (a “mixed” or “confused” response with about half the responses agreeing with the statement and the other half disagreeing or “don’t know”);
3. a low degree of agreement or disagreement with the statement (approximately 30% agreement or disagreement with the survey statement and a high percentage of “don’t know” responses – 25 - 50%).

In our opinion, a service organization like NA, should have a very high level of positive agreement in response to survey questions concerning basic recognition, trust (confidence in management and fiscal responsibility) and satisfaction with services provided. An 80% positive response to statements on these issues was considered significant from the results of the group surveys. Generally, there was a higher degree of positive response to the same or similar questions in the area and region surveys, since these organizations (levels of management) work more closely with world services. However, that was not always true for all questions (statements). In some cases, the areas responded more negatively than the groups, indicating a frustration in roles and responsibilities between them, and the regions and world services. However, the basic mission of NA is service to the fellowship to help the suffering member. In our opinion, the responses to the group surveys provide the true “customer” response; the results of the area and region surveys highlight how well the NA service structure is working to provide services to the group. In commercial industry, responses to statements on basic product recognition would have to be very high (90% range) for a successful product or a decision to market a new product. In service industries, high positive responses to customer satisfaction questions would be an expected characteristic of an excellent service company. An 80% satisfaction level would definitely indicate areas for management improvement.

In our opinion, more uncertain responses, with 50% or more of the groups, areas, or regions responding negatively or "don't" know, indicate areas for improvement. This level of customer (in this case the NA fellowship) response indicates that the majority of customers don't need your product or service, are not familiar with it or don't know what you do for them, or don't really care for what you offer. Although half your customers may be satisfied, you are not really reaching the other half at all. It is our opinion that in a service organization, these negative perceptions may come from a variety of problems other than true dissatisfaction with service. This type of customer response may come from unawareness of availability of a service, not knowing what organization (or part of the organization) actually provides the service, lack of communications on services offered, and in large, bureaucratic organizations, a lack of confidence and trust in the highest levels of organization by those on the bottom rung of the ladder. Problems identified from this type of customer response provide the greatest opportunity for improvement programs. From the final listing of problems identified, the results of the survey pointed toward problems in communications, organizational structure, and training.

A low level of agreement with a survey statement indicated a strong negative response or complete lack of knowledge or understanding of the service provided. In our opinion, this type of response to survey statements indicated complete lack of confidence in management ability, lack of trust in the organization, no identification with products and services provided, and no comprehension of which organization or part of the organization provides the specified products and services. Problems identified by this response require either immediate action or termination of effort associated with these products or services that no one really wants or can identify with.

III. ANALYSIS AND EVALUATION OF WORLD SERVICES SURVEY RESULTS

ANALYSIS OF GROUP SURVEY RESPONSES

GENERAL AWARENESS OF WORLD SERVICES (Questions 1 and 16)

Question #1 - Our group is aware of the functions of world services.

Over half of the Groups (51.1%) stated that they are aware of the functions of world services. However, almost half said (46.5%) that they disagree or don't know. This is not atypical for a large, dispersed organization with several layers of organization between the members (NA Groups) and the corporate management (world services). However, for a service organization, whose primary mission is to provide a service to the membership, this is a relatively high percentage of lack of recognition at the lowest level of the organization (NA Group.) This response indicates that the Groups, at their level, do not have a good understanding of what world services is providing to the membership.

Question #16 - Our group is aware of the following published materials available from world services:

Approximately 80% or greater YES response:

A. The NA Way Magazine (87.6%)

Approximately 50-65% YES response (approximately 40-50% don't know):

C. WSO Newsline (66.9%)

D. Conference Report (58.4%)

Less than 50% YES response:

H. Reaching Out (44.3%)

B. Conference Digest (41.8%)

F. NA Update (36.2%)

E. PI News (32.2%)

G. Meeting By Mail (31.3%)

These results breakout into the same positive response percentage brackets as Question #14. Clearly the NA Way Magazine has the highest level of recognition among the Groups. Only two other publications are recognized by more than half the groups: WSO Newslite and the Conference Report. The other five publications are recognized by only 30-45% of the groups. The response to this question indicates that NA World Services may want to start a comprehensive review of the value of their publications to the fellowship. Since the responses to the questions, to this point, indicate better communication is needed between NA World Services and the Groups, world services may want to assess what are the best publications to use to get the word out to the Groups on World Services projects, valued services and fiscal management of NA funds.

UNMET NEEDS (Questions 4 and 5)

Question #4 - Our Group has some important problems that World Services should know about.

Almost three-fourths (73.5%) of the Groups responded that they do not have important problems that world services should know about, while 14.3% said they do and 10.5% said they don't know. This response may indicate that the Groups really feel that they don't have any important problems, they don't have problems that World Services should know about or are important enough for world services to know about, or they don't want help from world services with the problems that they do have.

Question #5 - Our Group wants help from World Services.

The Groups are equally divided on their response to this statement, with 42.1% that agree and 42.1% disagree, while 13.6% don't know. This response indicates that although the groups don't feel they have important problems requiring world services to know about (Question #4), close to half still want help from world services.

SERVICE DELIVERY/COMMUNICATION/COORDINATION (Questions 2, 3, 15, 17)

Question #2 - How world services provides the Group with needed services.

24% of the Groups stated that they receive needed services directly from World Services. (75% said no they do not receive needed services directly from world services). 85% of the Groups responded that they receive needed services from world services through the service structure, not directly from World Services (13% of the Groups said they did not get their needed services through the service structure). Over 90% (90.7%) of the Groups said no to the statement that world services does not provide the services they need. The responses indicate that the Groups strongly feel that World Services does provide the services they need, and that those services are provided through the organization's service structure but not directly from World Services. As a large organization, the lowest level of organization, the NA Groups more directly relate to the fact that the services they need are provided through the respective levels of service structure (NA Region and Area) not directly form world services. The Groups believe **NEEDED SERVICES** come from the service structure, not world services; while a higher percentage of Groups believe that **USEFUL INFORMATION** comes directly from World Services.

Question #3 - How World Services provides the Group with useful information?

Only 31.2% of the Groups say that they receive useful information directly from World Services (68% of the Groups say no to the statement that they receive useful information directly from World Services). 80.4% of the Groups responded that they receive useful information through the World Services structure (18.9% said no to this statement). 86.6% of the Groups said no to the statement that they don't receive useful information from World Services. The Groups strongly believe that they receive useful information, and that information is provided through the service structure, not directly from World Services. However, a higher percentage of Groups believe that World Services directly provides more **USEFUL INFORMATION** (31.2%) than **NEEDED SERVICES** (24%). This response may indicate that the Groups see World Services more as a source of information than projects or services. At the Group level, the organization may more directly relate to the information provided by World Services in terms of books and other literature, than a project or service initiated by world services.

Question #15 - When our group asks World Services a question, either directly or through the World Services structure, we get an answer.

About half the Groups (46.1%) responded that they did, while approximately half (45.9%)

said that they never attempted to ask World Services a question. The response indicates that world services responded well to those who asked questions; however, this response may also indicate that those who never attempted to ask World Services a question either had no questions or believed that either the question did not need to be raised to world services for an answer, or that World Services would not respond to their question.

Question #17 - The language used in World Service communications with our group is easy to understand.

About half of the Groups (52.1%) agree with this statement, while the other half either disagrees (31.0%) or doesn't know (15.6%). With almost half of the groups not responding positively to this statement, we believe there is either a communication level problem with publications or those who responded "don't know" have not read enough of the publications to form an opinion. Again, this response points toward the need for NA to conduct a comprehensive review of their publications.

TRUST/APPROVAL (Questions 6, 14 and 23)

Question #6 - Our Group trusts World Services.

64.4% of the Groups said yes; however a full third of the survey respondents said no (10%) or they did not know (23.2%). In our opinion, a service organization should have a greater positive response, especially in the case of an organization as NA, whose mission is one of trust, providing support and needed services to the suffering addict. However, this lower rating is generally indicative of large organizations where the lowest layers of organization have a difficult time relating to corporate management (world services), manifesting itself in negative terms of trust, wise decision making, and fiscal responsibility.

Question #14 - Our Group thinks that the following NA world service efforts are valuable:

Approximately 80% or greater YES response:

- F. WSC Literature Committee (86%)
- D. WSC Hospitals and Institutions Committee (81%)

- E. WSC Public Information Committee (81%)
- G. World Services Translation Committee (79%)
- I. World Service Office (80%)

Approximately 50% - 65% YES response (approximately 40 - 50% don't know):

- K. World Convention Committee (64%)
- H. WSC Policy Committee (56.2%)
- B. World Service Board of Trustees (53%)
- J. WSC Outreach Ad Hoc Committee (53%)
- A. WSC Administrative Committee (50%)
- C. World Service Office Board of Directors (50%)

Less than 50% YES response:

- L. Interim Committee (30%)

The Group responses to this question break down into three groups: those World Service efforts that the Groups readily identify with (about 80% or greater positive identification); those world service efforts that the only about half the Groups responding feel are valuable (approximately 50% positive identification); and those that the Groups cannot identify with (less than 50% positive identification.) The Groups readily identify with the World Services organizations providing efforts that directly support the fellowship (Hospital and Institutions, Public Information, Literature, and Translation committees and the World Services Office). Only about half of the Groups feel NA world services administrative organizations (Administrative, Policy, and Outreach Ad Hoc committees, and the Boards of Trustees and Directors) provide valuable efforts to the Groups. A low percentage of the Groups (30%) could identify with the Interim Committee with valuable efforts (62% said they don't know.)

Question #23 - Our group is satisfied with World Services.

A mixed response from the groups on this bottom line assessment of world services - about half (54.7%) expressed satisfaction with World Services support, while the other half said they disagreed with this statement (14.6%) or did not know (28.6%). This response correlates with Question #15 where almost (45.9%) of the groups stated that they had

never even attempted to ask World Services a question. The Groups do not seem to be interacting with World Services on the valued services and projects they provide, but rather simply accept the non-interactive support provided in terms of literature and publications and the support infrastructure.

FUND FLOW/FINANCIAL APPROVAL (Questions 9, 10, 11, 12, 13)

Question #9 - Our Group passes money on to the NA service structure.

Almost 90% of the Groups (89.4%) say that they provide funds to the NA service structure, indicating strong commitment to the NA program and a willingness to monetarily contribute to the common good through the NA SERVICE STRUCTURE. However, the Groups don't know how they feel about NA WORLD SERVICES utilization of the contributions (see next question.)

Question #10 - Our Group is satisfied with the way World Services uses NA money.

Over half of the Groups (51.3%) said that they don't know if they are satisfied with the way World Services uses NA money and a total of about 65% said they don't know or disagree. The Groups obviously don't know how World Services use NA funds or don't know whether they are satisfied with how the funds are used. Again, the Group, as the lowest level of organizational structure, feels distant from how World Services, at the top of the organization, actually uses the funds and whether how these funds are used for projects and services that are tangible and meaningful to them.

Question #11 - Our Group is responsible to support World Services by: sending contributions, buying NA literature, encouraging participation, deciding on world services issues, or nothing - not responsible.

The Groups are strongly committed to supporting World Services - with only 4% stating that they were not responsible and should support NA World Services by doing nothing. The Groups stated that they were responsible to support NA World Services by: buying NA literature (91.9%), encouraging participation (81.6%), sending contributions (76.5%), and deciding on World Services issues (67.3%). The Groups are most strongly committed to buying NA literature since this the basic means of providing needed information to pass on the NA message and teach the NA methods. NA literature is the primary product that the Groups can relate to and the primary means of information from World

Services. Over three-fourths of the groups stated that they are committed to encouraging participation in NA and sending contributions to World Services. These two actions are also "grass roots" means of supporting the NA program through the World Services structure to World Services. In responding to previous questions, over 80% of the groups indicated that they wanted to be more involved in the decision-making process at World Services (Questions #7 - 81.2% and #8 - 83.1%.) In responding to this question, only about two-thirds (67.3%) of the Groups indicated a commitment to supporting world services through deciding on World Service issues.

Question #12 - Our Group wants more detailed financial reports from World Services.

About two-thirds (65.5%) of the Groups said they wanted more detailed financial reports from World Services, again indicating interest at the lowest organizational level in how corporate management manages finances. This response corresponds to the 65% of the Groups responding to Question #10 that said they disagreed with or didn't know if they were satisfied with the way World Services uses NA money. The fellowship obviously feels they want more **INSIGHT** into how World Services uses NA funds, but not necessarily more **INFLUENCE** over the decision making process, (see Question #13). The fellowship may not be as ready or willing to directly participate in or influence the financial management process.

Question #13 - Our Group wants more influence on World Service financial decisions.

About half (51.8%) of the Groups said they wanted more influence on World Service financial decisions, again indicating an interest participating in the decision-making process, especially in managing finances. Again, from the response to Question #12, the fellowship expresses more interest in better financial management insight than participating in influencing the financial management process.

FELLOWSHIP DEVELOPMENT (Questions 18, 19, 20, 21)

Question #18 - Our Group thinks that World Services should make greater efforts to reflect the cultural differences of our fellowship.

The Groups were about equally divided on their response to this statement (41.5% agree,

while 39.0% disagree, and 17.6% don't know.) This type of a response to a statement may indicate confusion over what exactly was meant by the survey statement.

Question #19 - World Services should devote time and money to assist in the growth of new NA communities world-wide.

83.7% of the Groups agreed with this statement. Supporting the growth of new NA communities world-wide should be NA's number one priority!

Question #20 - New NA communities worldwide have a greater need for direct World Service support than established NA communities do.

About two-thirds of the Groups (63.1%) said they agree, while approximately one-third disagree (22.7%) or don't know (12.4%). Generally, the fellowship recognizes a greater need for World Service to support new groups, rather than established ones.

Question #21 - World Services is responsible to provide NA groups with communications, service guides, and literature in their own language.

90% of the groups agree with this statement, indicating that this service should be one of World Services highest priorities.

GUIDANCE (Questions 7, 8 and 22)

Question #7 - World Services may begin new projects without the fellowship's approval.

Over 80% of the groups surveyed said no. This response indicates the desire of the Groups (lowest level of organization) to have influence in the decision-making process, in this case over what new projects World Services (corporate management) will initiate to provide needed services to the fellowship. This is a typical response from the lowest level of organization in a large, structured organization where the members feel isolated from decision making by corporate management. Members of today's organizations want to be involved in management and decision making, not just to be part of an organization.

Question #8 - World Services need the fellowship's approval before starting any new service projects.

About the same percentage of Groups said yes (83.1%) that said no (81.2%) to Question #7; again indicating a strong desire by the Groups to have influence in the decision making process. We believe this response is again typical coming from the lowest level of organization seeking to have more influence over the decisions made at the corporate level.

Question #22 - Our Group feels that decisions made by World Services reflect the overall conscience of NA Groups.

A mixed response from the groups on this issue - about half (52.4%) said they agreed with this statement, while about half either disagreed (21.5%) or said they don't know (24.1%). Again, this is a statement related to trust in World Services and being able to relate to what World Services does for the Groups. Again, it is our opinion that this type of response is typical from the lowest level of a large, multiple organizational level, geographically separated organization. In this response, the Groups (the lowest organizational level) express their feelings of separation from the World Services (their corporate management) and their uncertainty over how well the highest levels of the organization reflect their conscience.

ANALYSIS OF AREA SURVEY RESPONSES

GENERAL AWARENESS OF WORLD SERVICES (Question 1)

Question #1 - Our ASC is aware of the functions of World Services.

Approximately two-thirds (63.2%) of the area service coordinators (ASCs) responding to the survey agreed with this statement. However, a full one-third of the ASCs (34.1%) disagreed with this statement or responded that they "didn't know." This level of response is more positive than the response at the group level (about 50% of the groups agreed with this statement), which is expected as the organizations surveyed are closer to

World Services in the organizational hierarchy. The areas function as the first level of intermediate management between World Services and the groups that represent the actual fellowship. Although a more positive response from the ASCs is expected, having over a third of the ASCs respond non-positively is an indication that the ASCs don't know or understand what World Services does. In our opinion, in a commercial services organization, a recognition level of only about 66% is unacceptable, since you are not reaching a full third of the rest of the market. For a non-profit service organization like NA, this means that a third of the World Services structure, that provides the needed services to the fellowship, is unaware of what the highest level of organization does for them.

UNMET NEEDS (Questions # 2 and 4)

Question #2 - Our ASC would like more support from World Services.

More than half of the ASCs (52.5%) agreed with this statement, while the other half (47.9%) said they disagreed or "didn't know." The ASCs are looking for more support from World Services; however a little less than half also don't want more support or either don't know if they want more support or don't know what additional support is available to them from world services. In our opinion, this response again points toward a lack of communication in the organizational structure and understanding what World Services has to offer them in terms of more support. The ASCs may truly feel that they do or do not want more support from World Services or they don't know what services are available to help them.

Question #4 - World Services should anticipate the fellowship's needs for new services.

About half of the ASCs (43.5%) agreed and about half (43.2%) disagreed with this statement. This divided response indicates a lack of understanding of what World Services role should be at the highest level of organization, in meeting the fellowships needs. The ASCs either do not understand what World Services has to offer to help them or they may feel that they are (or the groups) are better suited to anticipate the fellowships needs, since they are closer to the problem. The ASCs are the closest mid-level management organization to the groups and the fellowship and may believe it is their role to anticipate the fellowship's needs and pass their opinion to World Services as they feel it is necessary.

SERVICE DELIVERY/COMMUNICATIONS/COORDINATION

(Questions 7, 11, 13, 14, 15, 16)

Question #7 - When our ASC calls the World Service Office, we get a helpful answer.

With a similar response to the group surveys, about half of the ASCs (44.4%) agreed with this statement, while the other half (46.6%) said that they “didn’t know.” The half of the ASCs that did call the World Services Office were very satisfied with their answer. Only 6.6% of a total a 50.7% responding “yes or no” said they were not satisfied for an overall satisfaction rate of 87%. The other half of the ASCs did not call World Services because they most likely believed there was not a need to call. This could indicate they had no problems they really needed help with, they believed World Services could not help them with the problem, or they did not know where within the World Services Organization to look for help or what help was available to them. Again, type of a response may indicate a communications problem within the service structure; the ASCs may not know where to call within the World Services Office for help or be aware of what help is available to them.

Question #11 - Rank the importance of the following three responsibilities of NA World Services:

Issue discussions, product development (including literature) and, service coordination.

The ASCs ranked service coordination and product development clearly as the most important responsibilities of NA World Services. (42.2% rated service coordination most important, with 44.8 rating it next most important; 52.0% rated product development (including literature) most important, with 30.0% rating it next most important.) Issue discussions was rated least important with 70% of the ASCs rating it least important. The response to this statement clearly shows the ASCs consider the those responsibilities that most directly aid the fellowship to be the most important. Discussing issues is not as important as meeting the basic mission objective, to serve the fellowship. NA World Services must keep the mission objective clearly in sight!

Question #13 - World Services provides our ASC with the information we need from:

(percentage of yes responses)

Approximately 90% or greater YES response:

13B. Guidelines and service manuals (92.8%)

Approximately 80-89% YES response:

13A. Literature (88.3%)

13C. Publications (83.4%)

Approximately 60-80% YES response:

13D. Financial reports (66.4%)

The ASCs clearly felt they got their needed information from the mainline NA publications: guidelines and service manuals, literature and publication. Financial reports were of interest to them, but their basic information needs were overwhelmingly met through the mainline publications. Again, high identification with the basic communications products indicates the need for focus on the basic mission objective to support the fellowship. The ASCs want to know how NA is operating financially, but this information is secondary to that needed to support the groups and the fellowship.

Question #14 - Our ASC wants World Service coordination help from:

(percentage of yes responses)

Approximately 80% or greater YES response:

None

Approximately 50% - 65% YES response:

- 14A. World Service Office (WSO) (62.3%)
- 14D. Conference committees (59.6%)
- 14C. Conference participants (56.5%)

Less than 50% YES response:

- 14B. World Service Board of Trustees (35.0%)

The ASCs did not clearly mandate who they felt would provide them the best world service coordination help. Almost two-thirds of the ASCs looked to WSO to provide this coordination in the leadership role of the NA organization. However, over half the ASCs responding indicated that they also wanted help in world service coordination from their conference committees and conference participants. The individual conference participants and the committees they serve on directly represent the area and region organizations. The ASCs can more closely identify with these organizations; however still a little less than half of the ASCs felt they did not want service coordination help from these organizations. Again, either the ASCs feel they have no problems needing help, or they don't know where to turn to for help and what help is available from these organizations. Even over a third of the ASCs responding believed that they did not want world service coordination help from WSO as the leading NA organization to provide them help. Clearly, the ASCs did not look to the World Services Board of Trustees as a source of help in world service coordination.

Question #15 - Products, including NA literature, available from World Services are reasonably priced, in stock, and delivered in a timely manner.

The ASCs largely agreed that NA products are reasonably priced (84.3% said "yes"), in stock (83.0% said "yes") and delivered in a timely manner (76.2% said "yes"). This response indicates that World Services is meeting its basic mission goal of providing products at a reasonable cost and in a timely manner. Compared to a commercial services company, these service satisfaction percentages could improve; in our opinion acceptable performance figures in these areas in a for-profit organization would be above 90%. Overall, World Services is meeting fellowship needs in these areas. NA may want to study additional potential improvements in the development, production and distribution of their products to increase customer satisfaction levels.

Question #16 - The range of products available from world services meets our Area's needs well.

The areas strongly responded "yes" (88.3%) to this statement, indicating the World Services products were meeting the areas needs well. Survey responses indicate strong levels of satisfaction with NA products, but overall lesser satisfaction with the service structure in providing services to help the lowest levels of the organization use these products to accomplish the basic mission to support the fellowship.

TRUST AND APPROVAL (Questions 17 and 20)

Question #17 - Our ASC thinks that the following NA World Service efforts are value:

(percentage of areas responding yes):

Approximately 80% or greater YES response:

- F. WSC Literature Committee (87.4%)
- I. World Service Office (87.0%)
- G. World Services Translation Committee (85.2%)
- E. WSC Public Information Committee (83.0%)
- D. WSC Hospitals and Institutions Committee (82.1%)

Approximately 45% - 60% YES response (approximately 40 - 50% don't know):

- K. World Convention Committee (58.3%)
- H. WSC Policy Committee (48.0%)
- B. World Service Board of Trustees (48.0%)
- J. WSC Outreach Ad Hoc Committee (45.3%)

Less than 45% YES response:

- A. WSC Administrative Committee (38.6%)
- C. World Service Office Board of Directors (35.9%)
- L. Interim Committee (24.7%)

The areas response to this series of statements broke into similar brackets of percentages of ASCs responding “yes” to that of the group responses. The those organizations having the responsibility for directly providing products and services that support the fellowship rated the highest in providing valuable service efforts also to the ASC. The rank ordering of the relative importance in providing valuable world service efforts are the same within a few percent, as that established by the groups. The organizations providing service efforts directly related to supporting the fellowship (in the 80%+ “yes” response grouping above) were rated even slightly higher by the ASCs than the groups. The ASCs rated the organizations in the middle grouping (45-60% yes response) lower than the groups by a few percentage points (5-8%). The WSC Administrative Committee and the WSO Board of Directors were rated much lower (12-14%) than the group survey results. The response to this survey area identifies those organizations within the world services structure that provide valuable service efforts to support the primary NA mission to help the fellowship. Those organizations receiving ratings in the 45-60% “yes” response range should be looked at for potential restructure, combination or even elimination, if they don’t support the primary mission.

Question # 20 - Our Area has confidence in world-level trusted servants.

Over half the areas responded positively (54.7% agreed) to this statement. Over one-quarter (27.8%) of the areas responding said “don’t know” and 14.8% disagreed. In our opinion, this is an extremely low confidence level in the senior levels of NA leadership. Almost two-thirds of the groups stated that they “trusted World Services.” Trust and confidence in the leadership at each level of the NA organization are areas that need definite improvement. This type of a response again indicates a lack of direct and honest communication throughout the levels of organizational structure. This problem is not untypical of large, layered, geographically dispersed organizations where communication between the different layers of management is not frequent and face to face. The NA leadership needs to dispel whatever concerns contribute to lack of trust and confidence with as direct and frequent communication as possible.

FUND FLOW AND FINANCIAL APPROVAL (Questions 8, 9, and 10)

Question #8 - Our ASC passes money on to the NA service structure.

Over 85% of the areas (86.5%) responding stated that they contribute funds to the NA

service structure.

Question #9 - Our ASC is satisfied with the way World Services uses NA money.

Less than 20% of the areas (17.5%) responding agreed with this statement; over half (53.4%) said they "didn't know." Over half the groups responding to the survey also said they don't know if they are satisfied with the way world services uses NA funds. There is clearly a lack of knowledge in the World Services service structure in how NA uses the funds contributed from the lowest levels of the organization. Based on the fact that about two thirds of the areas said they got valuable information from financial reports, the ASCs are not understanding the information presented or the information presented is not clear enough for them to easily understand in detailed financial reports. The lower levels of the organization need a financial accounting that they can understand and relate to make them more confident in how the contributed dollars are being used.

QUESTION #10 - Our ASC is responsible to support World Services by: sending contributions, buying NA literature, encouraging participation, deciding on World Services issues, or nothing - not responsible.

The Areas are also strongly committed to supporting World Services - with only 4% stating (same as the groups) that they were not responsible and should support NA World Services by doing nothing. The Areas responding to the survey stated that they were responsible to support NA world services by: buying NA literature (92.4%), deciding on World Services issues (88.4%), sending contributions (86.1%), and encouraging participation in World Service projects (79.4%). The groups put encouraging participation ahead of sending contributions, and sending contributions ahead of deciding on World Services issues. The responses from the ASCs seem to take a larger perspective of the organization, leaving encouraging participation and sending contributions to the groups directly working with the fellowship, while being more concerned with deciding on World Services issues. This shift in perspective is expected moving up in organizational levels. Both the groups and the areas still felt that their number one contribution was to buy literature to provide to the fellowship.

FELLOWSHIP DEVELOPMENT (Questions #6, 12 and 18)

Question #6 - World Services should provide our ASC with strong support for our

efforts to reach out to isolated groups in our area.

Approximately 80% (79.4%) of the ASCs responding to the survey agreed with this statement; while about 10% (10.3%) disagreed and 7.6% did not know. Again the areas are looking to World Services to provide leadership in programs to reach out to isolated groups.

Question #12 - Our ASC would like World Services to help new NA groups and new NA communities by (percentage of ASCs responding "yes")

Approximately 80% or greater YES response:

12D. Written service communications in the appropriate language(s)
(88.8%)

12F. Translation of written communications and literature (87.4%)

Approximately 60-80% YES response:

12E. Service coordination (78.5%)

12B. Subsidized literature sales (77.1%)

12A. Trusted servant visits (59.2%)

Less than 50% YES response:

12B. Funded travel (31.4%)

The areas believed that the best ways to help new NA groups and communities are to provide those services from World Services that most directly support the fellowship. These included understandable communications and literature in their appropriate languages as a top priority, closely followed by ensuring the necessary service coordination was there to provide those services and subsidized literature to get the NA message to the groups and fellowship. The areas were supportive of World Services providing trusted service visits to these locations for face to face contact, but placed more emphasis on the less costly basic mission support services of providing communications and literature. The areas were not supportive of funded travel to get to these groups, probably preferring to spend NA dollars on the basics as solid communications and NA

literature.

Question #18 - World Services is responsible to provide NA groups with communications, service guides, and literature in their own languages.

The areas overwhelmingly supported this statement (92.4% said yes) as a basic mission function of World Services in supporting the fellowship.

GUIDANCE (Questions #3, 5, and 19)

Question #3 - Our ASC plays an active part in determining what World Services does.

A little more than one-third (36.8%) of the ASCs responding to the survey agreed with this statement, about an equal percentage (35.4%) disagreed and about a quarter (25.1%) said they "didn't know." This disparate response indicates that the areas may really want to take an active part in determining what World Services does, but choose not to because they believe it is not their role or they do not have the resources (time and funds) to participate or they are not willing to accept the responsibility. In addition, with about 25% responding "don't know," they may not even know what their role is in determining what World Services does or how to actively participate. This response indicates organizational structure and management problems with only a little more than a third of the middle management of World Services structure actively participating in the management of the program.

Question #5 - World Services can begin new projects with only the fellowship's approval.

Almost 90% of the ASCs (88.3%) responding to the survey agreed with this statement. The ASCs felt even a little stronger than the groups on this issue indicating a real need for more communication and feedback through the World Services structure of management. There is strong feeling here for more direct fellowship opinion influencing World Services projects. However, how to get that influence or direct participation into the organizational structure is not an easy problem with a large, geographically separated organization of volunteers. In addition, the fellowship also has to accept the responsibility and devotion of resources involved in living up to this commitment.

Question #19 - Our ASC feels that decisions made by World Services reflect the overall conscience of the NA groups.

About half (47.1%) of the ASCs responding to the survey agree that decisions made by World Services reflect the conscience of the NA groups. However the other half disagree (22.4%) or don't know (27.8%). This disparate response again indicates a feeling that World Services, at the highest level of the NA organization, is not representative of the fellowship and is not representing the best interests of the groups. This type of a response is not atypical of a large, structured, geographically and culturally diverse organization. The only way to overcome this perception is through honestly and directly communicating with the lowest levels of the organization and providing them with solid, supportive programs that directly meet the basic mission need to help the suffering fellowship.

ANALYSIS OF REGION SURVEY RESPONSES

GENERAL AWARENESS OF WORLD SERVICES (Question #1)

Question #1 - Our RSC is aware of the functions of World Services.

Over 90% of the Regional Service Coordinators (90.7%) responding to the survey stated that they were aware of the functions of World Services. Half of the remainder stated that they disagreed or did not provide an answer. Obviously, the RSCs are aware of the functions of World Services, since they interface directly as the highest levels of NA organizational structure and management.

UNMET NEEDS (Questions 4, 5, and 19)

Question #4 - Our RSC would like more support from World Services than we receive now.

A little less than half (44.2%) of the regions responding to the survey stated that they would like more support from World Services; while the other half replied that they would not (27.9%) or don't know (23.3%). Even at the highest level of World Services service structure some of the ASCs feel they want World Services help and some do not. With similar responses to those at the group and area levels, the RSCs either truly have no problems they feel they need World Services help with, they don't want World Services help, or they really don't know what help World Services can offer them. At this level of organization, the daily working relationship should be very strong and the RCSs should be well aware of where within World Services to receive what kind of help.

Question #5 - World Services provides our RSC with the services that we need from them.

Less than half (48.8%) of the RSCs responding agreed with this statement indicating a major supplier-customer problem. The regions are obviously not getting the service required from World Service. This problem may be one of communications, where the RSCs are not providing customer feedback on their needs such that World Services can provide the products and services they need. On the other hand, this problem may be

that World Services is not providing services valuable to the customer and they are not being responsive to their needs by changing products and services. Over 20% of the RSCs (20.9%) stated that they did not know if world services was meeting their needs. They may not really understand what services they need to interface with the areas and groups or clearly understand what their role is in the management of the World Services structure. This problem may be one of organizational structure and management in organizing an effective management structure, clearly defining management responsibilities, and providing the training to carry them out.

Question #19 - World Services adequately carries the NA message.

Only two-thirds (67.4%) of the RSCs believed that World Services adequately carries the NA message. In a service organization dedicated to helping others and carrying a message of encouragement and support, to get a response, this is a vote of no confidence

SERVICE DELIVERY/COMMUNICATIONS/COORDINATION (Questions 12, 13, 14, 15, and 17)

Question #12 - World Service communications with our region are timely.

Less than half (41.9%) of the RSCs agreed with this statement, while 37.2% disagreed and 16.3% did not know. Of the RSCs that responded yes or no 72% (41.9% / 58.2%) responded that world services communications with the RSCs were timely. The remainder that responded that they didn't know, either did not attempt to communicate directly with World Services on a regular basis or they did not really have an opinion on the timeliness of communications. World Services may want to evaluate their communications processes to improve this rating. It is unclear from the survey results actually what communications are being considered, whether this is routine correspondence, orders for publications, or returning telephone inquiries.

Question #13 - It is easy to understand the information our RSC receives from World Services.

Over 60% of the RSCs (60.5%) stated that they disagreed with this statement; World Services needs to work on the clarity of communications with the RSCs. It appears that World Services does have a direct communications problem with the level of management

they interface the most with on a regular basis. Conducting a detailed evaluation into exactly what contributed to this criticism of World Services communications and the lack of timely response indicated above, will help NA improve their communications process. The survey questions did not attempt to identify what information was received by the RSC from World Services was not easy to understand.

Question #14 - Rank the importance of the following three responsibilities of NA World Services:

Issue discussions, product development (including literature) and, service coordination.

The RSCs ranked product development as the most important responsibility of NA World Services. 55.8% of the RSCs ranking it most important and 32.6% ranking it next most important. Service coordination was rated next most important. 34.9% rated service coordination most important, with 27.9% rating it next most important. Issue discussions was rated least important with 41.9% of the RSCs rating it least important. The RSCs may rate product development most important since they most closely work with World Services to develop new products. Service coordination may be considered to be a secondary function in administering the World Service structure between World Services and the areas and groups. However, the RSCs consider these two responsibilities that most directly aid the fellowship to be the most important.

Question #15 - Our regional services representative (RSR), as a member of World Services, provides adequate information about World Services.

Over 80% of the RSCs (88.4%) agreed with this statement; communications through the RSRs between World Services and the RSCs are sound. However based on the responses to Questions 12 and 13 above other communications between the RSCs and World Services are not performing as professionally as expected at these levels of management.

Question #17 - World Services delivers products efficiently to our region.

Over half (55.8%) of the RSCs responded affirmatively to this statement; while the remaining 39.5% said they disagreed or did not know. For a services organization that delivers products and services to help others, having almost 40% of those at the first level of organization below corporate management say the corporate structure does not deliver

products to them efficiently is not a positive response. Again, this type of a response points toward a serious management structure deficiency in which the World Services structure is not providing products and services efficiently, in a timely and responsive manner to the other links in the service structure. This may indicate that there are problems in clearly defining the roles and responsibilities of the various committees and making them accountable to getting the job done. There may be confusion over what products are to be provided by World Services to the RSCs and who will provide them.

TRUST/APPROVAL (Questions #18, 25 and 26)

Question #18 - Our RSC thinks that the following NA World Service efforts are valuable:

Approximately 80% or greater YES response:

- F. WSC Literature Committee (90.7%)
- D. WSC Hospitals and Institutions Committee (90.7%)
- E. WSC Public Information Committee (90.7%)
- G. World Services Translation Committee (86.0%)
- I. World Service Office (88.4%)

Approximately 50% - 70% YES response (approximately 40 - 50% don't know):

- K. World Convention Corporation (69.8%)
- J. WSC Outreach Ad Hoc Committee (65.1%)
- B. World Service Board of Trustees (60.1%)
- H. WSC Policy Committee (58.1%)
- A. WSC Administrative Committee (55.8%)
- C. World Service Office Board of Directors (51.2%)

Less than 50% YES response:

- L. Interim Committee (27.9%)

The response to this question at the regional level corresponds well with response to the same question at the group and area levels. The same organizations fall into the same

three tiers of percentage of positive response, with those organizations providing products and services that directly affect the fellowship being rated the highest. Within a few percent, the rank ordering of organizations by percentage of positive response is the same, indicating that the RSCs also reflect a mission orientation when it comes down to deciding what are the most important World Services organizations.

Question #25 - Our RSC trusts World Services.

Only 58.1% of the RSCs responding to the survey stated that they trust World Services; about 25% (25.6%) disagreed with this statement. Over a third of the organizations (25.6% disagreeing and 11.6% responding that they don't know) at the highest levels of management don't trust World Services, their corporate management. This response indicates a serious organizational structure problem, a communications problem, and a problem of perceptions and honesty. A service organization, designed to help others through support and open communication, must have trust to survive.

Question #26 - Our RSC is satisfied with the support we receive from World Services.

Less than half (48.8%) of the RSCs responding to the survey stated that they were satisfied with the support that they receive from World Services. About a fourth of the RSCs disagreed and the remaining fourth said that they didn't know. The RSCs are the primary interface with World Services and the first link in the management chain of the World Services structure. The RSCs are therefore the primary customer for world services products and services. A response where less than half of the direct customers are not satisfied with the support they receive is not a positive indicator. This type of a response clearly points toward problems in organizational structure, definition of roles and responsibilities, training for the RSC members to carry out their duties and World Services staff to provide them timely and effective support to do their job, and communications between the two organizations.

FUND FLOW / FINANCIAL APPROVAL (Questions 8, 9 and 10)

Question #8 - Our ASC is responsible to support World Services by: sending contributions, buying NA literature, encouraging participation, deciding on World Services issues, or nothing - not responsible.

The Regions are also strongly committed to supporting World Services - with only 4.7% stating (same as the groups and areas) that they were not responsible and should support NA world services by doing nothing. The Regions responding to the survey stated that they were responsible to support NA World Services by: sending contributions (100%), deciding on World Services issues (97.7%), encouraging participation in World Service work (95.3%), and buying NA literature (93.0%). The regions placed most emphasis on sending contributions and deciding on World Services issues. The responses from the RSCs take the top level; management perspective of the organization, leaving encouraging participation and buying literature to the areas and groups, although there was near unanimous support of all of these activities in supporting the NA mission. This shift in perspective is expected moving up in organizational levels. The regions felt their top issue was to support World Service financially but the other three responsibilities rated extremely high demonstrating their commitment to NA.

Question # 9 - World Services should help pay for travel expenses for:

(percentage "yes" responses)

- A. RSR attendance at the annual World Service Conference (53.5%)
- B. Alternate RSR attendance at the annual World Service Conference (32.6%)
- C. RSR and/or alternate to attend World Service meetings ("Quarterlies") (30.2%)
- D. WSC committee members from our region to attend WSC committee meetings (79.1%)
- E. WSC committee members from our region to attend World Service meetings ("Quarterlies") (72.1%)
- F. WSC committee members from our region to attend the annual World Service Conference (79.1%)
- G. RSC administrative or subcommittee members to attend World Service meetings ("Quarterlies") (14.0%)
- H. Participation by regional trusted servants in zonal forums or multi-regional

learning days (14.0%)

The RSCs felt strongly about funding travel for the WSC committee members from their region to attend WSC committee meetings, world service meetings ("Quarterlies") and the annual World Services Conference. A little over half of the regions felt that it was important to fund travel to support the Regional Service Representative (RSR) attending the annual World Services Conference. The regions did not support funded travel for lower level committee members or to pay for regional trusted servants participation in zonal forums or multi-regional learning days. The regions were generally supportive of funded travel for the committee members only to attend the working sessions that directly involve their ability to conduct business - the committee meetings, world services quarterlies and the annual conference.

Question #10 - Our region is satisfied with the way World Services uses NA money.

46.5% of the RSCs disagreed with this statement; only 16.3% agreed and 32.6% replied that they "didn't know." There is a serious communications and perception problem between the regions and World Services, especially when it comes to the issue of NA funding and how it is used. Obviously, World Services provides financial statements to the rest of the world services structure; however simply providing them a financial statement, that they may or may not understand or even take the time to read, does not make them feel more positive about World Services management of NA funds. They are either truly dissatisfied with the way World Services conducts business or they are not aware of what World Services is doing for them - a communications gap.

World Services seriously needs more feedback on the issues that are causing this perception, so they can take corrective action or positive communications steps to dispel erroneous information.

FELLOWSHIP DEVELOPMENT (Questions 6, 7 and 23)

Question #6 - World Services should actively support zonal forums.

67.4% of the RSCs agreed; while 14.0% disagreed and 14.0% stated "didn't know." The regions are generally supportive of the zonal forums; however over a fourth of the RSCs disagree or have no interest or experience with the forums. World Services may want to evaluate how the forums are conducted, what common benefits are learned that can be shared at other organizational levels, and what techniques are favorable to conducting the forums. World Services may want to start a training program to provide members the facilitation and communications skills and techniques to run such activities.

Question # 7 - Our RSC would like World Services to help new NA groups and new NA communities by: (percentage responding "yes")

- A. Trusted servant visits (62.8%)
- B. Subsidized literature sales (79.1%)
- C. Funded travel (51.2%)
- D. Written service communications in the appropriate language(s) (97.7%)
- E. Service coordination (76.7%)
- F. Translation of written communications and literature (100%)

The RSCs again put priorities on providing those products and services to the new fellowship organizations that directly support getting the NA message and support to the member. These basic functions include understandable and relatable NA literature to carry the NA message and routine communications to support the service structure. The regions support subsidized literature sales to get the NA message out to the fellowship, which supports NA's mission to get this information into the hands of the fellowship. World Services must balance this commitment against the ability to generate revenue

Question #23 - World Services is responsible to provide NA groups with communications, service guides and literature in their own language.

Over 90% of the regions agree on this issue (90.7% said they agreed with this statement). This is a basic World Services mission function to directly support the fellowship.

GUIDANCE (Questions 2, 3, 16, 20, 21 and 22)

Question #2 - Our RSC plays an active part in determining what World Services does.

About two-thirds (65.1%) of the regions said they agreed with this statement, while the remaining third disagreed (20.9%) or did not know (9.3%). At this level of organization, the RSCs should to a very high degree feel that they are an active part of determining what World Services does, since the RSCs directly participate on the committees making up the World Services structure. The question here is one of an active part in determining what direction World Services takes. The RSCs may feel that they do not have enough input into what world services does or their inputs are not taken seriously or they are not provided with enough feedback on what is happening for them to actively participate in the decision making process. This response also points to organizational structure problems and problems in determining the roles and responsibilities of the regions in the World Service structure.

Question #3 - Our RSC has an active role in World Services.

Over 80% of the regions (81.4%) responding to the survey said that they have an active role in World Services, while 11.6% disagreed and 2.3% said they didn't know. The regions may feel that they play an active role in world services, but looking at the response to Question #2, they may not feel that they have a role in determining what actually happens.

Question #16 - World Services provides enough guidance to our RSC.

About half of the RSCs agree (48.8%) while the other half disagree (16.3%) or mostly don't know (30.2%). Again, this type of a response with a high degree of uncertain responses indicates confusion in the definition of roles and responsibilities or a break down in communications. The regions may not be able to adequately express how much or little, or what type of guidance they really want from World Services. World Services may not be providing them with a clear definition of their responsibilities or the training necessary to do perform their tasks in managing the highest level of world service structure.

Question #20 - World Services should anticipate the fellowship's needs for new services.

Almost 60% (58.1%) of the RSCs disagree with this statement; only about a third (32.6%) agree.

In our opinion, the regions and the rest of the World Services organizational structure feel it is their responsibility to anticipate the fellowship's needs for new services and provide those services at their levels or provide the requirements back to World Services for them to develop the new services required. The "line" or "operations" organizations (region, area, group) may feel that they are closer to the fellowship's problems and can better assess their needs than the "staff" or "corporate management" organizations they see World Services as.

Question #21 - The fellowship should provide the initiative for World Service products.

Almost 90% of the RSCs (88.4%) agree with this position - the need for new products and services must come from the ultimate customer the whole NA service structure supports - the fellowship. However the age old problem here is how to make those needs known through the service structure and how World Services will select the most important ones to provide the fellowship with their limited resources. This is really what world services management responsibility is all about - the efficient use of scarce resources to provide the maximum benefit to the fellowship.

Question #22 - World Services can begin new projects only with the fellowship's approval

Over 80% of the RSCs agree on this statement (87.3% agreed). However, the requirement for a new product or service must get surfaced through the World Services structure. Next, there has to be some evaluation of the need, to determine the resources necessary to do the job, and how many new projects can be taken on, given the availability of resources. Only then could the fellowship even consider providing approval. NA as a whole body would then have to decide how approval will be given by the fellowship. A true democracy is a difficult type of organization to administer. Trade-offs will have to be made between complete fellowship approval and getting the new products and services in a timely manner.

IV. FINAL ANALYSES AND RECOMMENDATIONS

GENERAL OBSERVATIONS

GROUP SURVEY RESULTS

The Group survey results indicate responses that are typical of a large, structured, geographically dispersed organization. In most large organizations, looking up from the lowest levels, there is a lack of identification with corporate management and what they do for the organization. The farther the member is removed from the decision-makers, the greater the level of detachment. The membership has a hard time relating to corporate initiatives and projects and understanding the corporate structure that makes the services provided possible. In addition, there is concern over the decisions corporate management makes and their management of the organization's funds. The lowest levels of membership express a desire to be more involved in the decision-making process, but are uncertain to their level of commitment or involvement. However, the membership relates very highly to services they directly receive from the organization. An analogy, would be the relationship between the U.S. Congress and the American taxpayer. There is some inherent lack of identification between the taxpayer and the committees of Congress that make the legislation that provides Federal government services (your Social Security check.) The taxpayer more readily identifies with the service provided by the local Social Security office than the congressional committee responsible for oversight of the Social Security Administration. The taxpayer would like more involvement in saying how the Social Security Administration should be run and have more insight to fiscal responsibility but does not want to be actively involved.

As a world organization, NA must have several levels of organizational structure to bring together the dispersed membership into a cohesive, decision-making organization. NA has three levels of organizational structure (group, area and region) between the member and world services, which functions as the corporate management for the organization. As the lowest level of organization, the group identifies most strongly with the directly tangible products and services (books, literature, translations into other languages, institutional programs) provided by the world services committees (Literature, Public Information, and Hospitals and Institutions Committee) through the world services structure to the fellowship. The fellowship views the world services structure (group, area, region) as providing the needed products and services, not the organizational structure of committees that make up world services. There is low awareness of world services functions at the group level; they don't know what help is available or where to go within world services for help.

AREA SURVEY RESULTS

Moving up the management chain in an organization generally means an increasing awareness of what the higher levels of management are doing to support the mission. The areas stated that they are more aware of the functions of World Services, yet still a third disagree or don't know what are the functions of World Services and still about half did not want or did not know if they wanted help from World Services. Only about half of the Area Service Committees (ASCs) believed that World Services should anticipate the fellowships needs or even ever called World Services with a problem. They may believe that they are in a better position to determine the fellowship's needs than world services, since they are closer to the groups and fellowship. The areas are most concerned with service coordination since they use the rest of the world services service structure to obtain the needed products and services directly to the groups and their fellowship. The areas relate strongly to the World Service Organizations that provide products and services that directly contribute to supporting the groups and the fellowship. Only about half of the areas responding to the survey said had confidence in NA world-level trusted servants and less than 20% said they were satisfied with the way World Services uses NA money. The areas did feel that the primary NA products were available to meet their needs, at a reasonable price and in-stock., so their basic needs were met, but how service is provided to them by World Services and how they work with world services in the service structure seems to be a difficult relationship. The areas felt that they were not playing an active part in determining what World Services does (a little more than a third of the areas responding agreed) and only about half agreed to the fact that decisions made by World Services reflect the overall conscience of the NA groups.

The area responses were most likely typical of first and mid-level management in a large, geographically separated organization. They are caught between the "headquarters" (World Services) and their senior staff (regions) in trying to get the products and services from them to provide them to their first line customers (groups) who depend on them to accomplish the mission of supporting the fellowship. There is a sense of frustration in roles and responsibilities, filtered communications, and probably even a lack of training in the people and management skills they need to do their job. They feel left out of the decision making process and feel they have little influence over what World Services does and how they spend the contributions they collect. They are a key link in the service structure to get those basic products and services out and to the groups. Open, honest and frequent communications in both directions, training in the "people skills" to do facilitation better, and streamlining the multitude of committees and boards that provide the services and guidance will improve their effectiveness and job satisfaction.

RESULTS OF REGION SURVEYS

As the closest level of organization to World Services, the regions (90%) are aware of the functions of World Services. However, less than half want more support from World Services or believe they get the services they need. A little more than half (58%) said they trusted World Services, less than half said their region was satisfied with the way World Services uses NA money, and only two-thirds believed World Services adequately carries the NA message. The regions identified as valuable those services that directly support the NA mission, as did the groups and areas. The regions (65%) did feel that that they did play an active role in determining what world services does and they play an active role in world services (81%), although less than half say that World Services provides them with enough guidance.

As the senior level of the organization, region communications with World Services seems to be stronger because of their closer organizational relationship to the corporate management. As the next tier of management, they probably feel that they play a very active role in managing the organization, but do not have as much influence in determining what decisions the corporate leaders (World Services) makes.

STATEMENT OF IDENTIFIED PROBLEMS, DESCRIPTION, RATIONALE, AND SUGGESTIONS FOR CORRECTIVE ACTION

Problems identified from the survey results fall into three major functional areas: (1) communication, (2) organizational structure, and (3) management focus and training.

PROBLEM AREA I - COMMUNICATIONS

- (A) Problem 1: There is a lack of awareness of what world services does throughout the NA organization at all levels.
- (B) Description: This is the most serious problem identified as a result of the fellowship surveys - at all levels of the NA organization, people simply are not aware of what world services does to directly support the fellowship. The fellowship, and the

public in general, is very familiar with the NA guidelines, manuals and other publications developed, translated, produced and distributed by NA world services. However, as evidenced in the results of the group surveys, the fellowship sees the NA services structure (area and region) as the provider of these important tools, not seeing all the work done by world services to make this happen. This lack of awareness at the group level results in the fellowship not understanding the NA organizational structure, what products and services are provided by these organizations, and where to turn for help. Even at the area level, one-third of the areas said they were not aware of the functions of world services or did not know. This lack of awareness of World Services functions affects how the different levels of the organization feel about the responsiveness of World Services in providing products and services they want and need, trust in the management of the organization, what their roles and responsibilities are in the World Services structure, and whether they trust World Services and believe they are carrying the NA message. Awareness is a communications problem. If NA is truly performing their mission, World Services has to communicate it down to the lowest level of the organization. This problem also stems from the complex World Services organizational structure and the fact that people need to understand what services are provided by what component of the World Services structure. This is the number one problem World Services must solve to improve their operational effectiveness. The fellowship and the members of the World Services organization must know what products and services are available and where to turn for help. This is the basic mission of a service organization.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How

the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of world services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) CorrectiveAction: World services needs to get clear, concise, easily understandable information out on exactly what products and services they provide to the world services structure. World services needs to spell out how the fellowship and the service structure members can get access to these products and services, either directly or through the World Services structure. We think the simplest way to do this is to prepare a simple three-fold handout to give each NA member when they join an NA group and to distribute openly as otherwise necessary. The handout would clearly identify what world services can do to help and clearly show where to get this help, either directly from World Services Office or through their world service structure. The handout must clearly show the world services structure and clearly explain how World Services maintains this service structure to provide this support.

World Services also need to publicize what new products and services are under development as World Services projects to directly support the fellowship. World Services should prepare regular articles for their leading publications that every month (or quarter) explain what projects World Services has taken on to support the basic mission of NA. Projects and discussions should emphasize their direct support of the fellowship and when they will be available to the fellowship. Another simple three-fold handout should be

prepared annually for distribution at the annual World Services Conference and at least one copy mailed to every group, explaining these new products and services exactly and in terms meaningful to the fellowship

(A) Problem 2: World Service publications have various levels of recognition, indicating that communications on what World Services does to support the fellowship is not reaching throughout the levels of the organization.

(B) Description: One of the problems with making the fellowship and the members of the World Service structure aware of the functions of World Services is simply getting the word out. NA publishes a wide variety of publications to meet different needs and reach different NA audiences. These publications should be the primary means by which World Services gets out the messages on what they are doing to directly support the fellowship. These publications have a wide range of recognition at the group level, indicating some are read regularly by the fellowship and some appeal to a more narrow readership. World Services should evaluate the structure of their publications selection. NA should consider eliminating those publications that do not reach a wide audience or directly support the NA mission and place emphasis and resources on those that do. World Services should then target these publications with a concerted effort to get out the word on what world services does for the fellowship in carrying the NA message and administering the service structure that provides the fellowship with needed support.

(C) Rationale: **Methodology for Problem Determination**

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys

(group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action: In order to get better communications out on what World Services is doing to support the fellowship, world services should conduct a comprehensive review of their family of publications. This review should identify which publications are reaching the needed audiences and which provide the most value to the overall fellowship. World Services should devote their time and resources to these publications, eliminating others, and target these for specific, clear, concise, easy to read, meaningful articles on what world services is doing to directly support the fellowship. No fluff - what are you really doing to help them!

(A) Problem 3: The majority of the groups, areas and regions did not necessarily want more help from world services.

(B) Description: This problem is both a communications problem and an organizational structure problem. One of the reasons the members of the service structure say they do not necessarily want more help from World Services is that they do not know what world services is currently doing for them or understand what help is available to them. Both the survey results indicated that slightly less than 50% of the groups or areas even attempted to call World Services for help. The fellowship needs to know where to call get help with a specific problem. This is an awareness problem, as discussed above, that requires better downward communications. On the other side of the issue, World Services may not be providing the products and services needed by the fellowship. This is a

feedback or upwards communications problem. Responses to several questions indicated that the groups wanted to participate more in the decision making process on starting new world services projects and the regions felt that they were not actively involved in World Services decisions on new projects.

The complex organizational structure of NA World Services committees and other support organizations makes it difficult for the fellowship or service structure member to find where to go for help with a particular problem. With overlapping areas of responsibility and poorly defined roles and responsibilities in these organizations, people just do not know where to look for help.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

Making better and more information known about what World Services is doing for the fellowship will improve downward communications. Improving upward communications will make sure that services provided will continue to meet the needs of the fellowship. The World Service structure provides this communications pipeline from group to area to region. However, to solicit feedback from

the lowest levels of the organization, we believe one of the best methods is to institute a suggestion program or a similar tool to solicit candid feedback from at least the group level.

Many other commercial, government and non-profit organizations routinely solicit feedback from their outside customers and their employees to improve the products and services they offer and improve the way they operate internally. This type of program goes by a variety of names, as "search for opportunities," and can be applied to all levels of the NA organization. NA World Services must realize that a lot of feedback from this program can be negative - people complain when they are not satisfied. In addition, the opinion of one member or group may not be indicative of the same or similar problems in other groups - but there is a problem if someone takes the time to fill out an "idea" or "suggestion card." This program must seriously and honestly evaluate each suggestion and reply to it positively, even though many suggestions may not be feasible to implement at any particular time and only a few may directly result in a new product or service. Above all the program must never be perceived to be or become a paper exercise that figures out why not to implement a suggestion or stonewall an answer. It must be an honest, objective program, that obtains quality inputs and produces positive results. NA world services can phase-in such a program on an area or region basis as a pilot program before reaching a decision to implement it worldwide.

(A) Problem 4: Communications from World Services are not easy to understand and timely.

(B) Description: The responses to survey questions from the groups and regions clearly stated that world services communications were not easy to understand and timely in response. The survey results did not identify which or what types of

communications were considered not easy to understand. We assume these are routine administrative correspondence, not literature and other publications. The regions complained about timeliness of responses from World Services but the survey did not quantify what was considered "timely." Communication is a basic means by which World Services maintains the service structure and carries the NA message to the fellowship.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

The survey results did not clearly identify what "communications" are not easy to understand or timely. Judging from the region responses, this refers to routine administrative communications not being timely and easy to understand, not literature or publications. At the group level, this response may refer to communications with the groups other than the guides, handbooks and publications. As discussed above, NA World Services should start a comprehensive review of their literature and publications program to identify which have the greatest value to the fellowship and concentrate scarce resources on those efforts.

Improving the routine communications problem requires

better office procedures and improved training. The issue of timeliness may be one of better correspondence control, suspending and just attention to detail or more work effectiveness. Writing better, clearer correspondence a training issue, teaching people how to write better. NA World Services should train all staff preparing correspondence (including area and region volunteers) in effective writing.

(A) Problem 5: World Services is responsive to providing helpful information - but only half the groups and areas ever attempted to contact World Services.

(B) Description: This is a fundamental communications and organizational structure problem. The groups and areas are generally satisfied with World Services responsiveness in answering questions when they call. However, a little less than 50% of the groups or ASCs ever called World Services for help. Either they do not have any problems they want help with or they simply do not know where to call for help within the complex World Services structure. They may not be aware of what help is available to them from World Services, once they know where to call for help.

(C) Rationale: Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common

problems.

(D) Corrective Action: By Improving downward communications, by getting the word out as to what services are available from World Services and where to go to get them, more people at all levels of the organization will take advantage of what is offered and call World Services to get that product or service. In return, World Services will get more feedback on what products and services are valuable to the fellowship for new project developments.

Improving upward communications will make all levels of the organization will feel that they are more involved in determining what world services is doing to help the fellowship. We suggest NA World Services establish at least a toll free **1-800 telephone number** which anyone could call to get assistance on the services and products offered by world services. This would make communications easier and encourage members and staff to find out more about what World Services has to offer. NA world services may want to also consider establishing a **1-800 Hotline number**, manned 24-hrs per day, to put potential members who need to call for help in touch with an NA group in their area. This is a much more aggressive and comprehensive idea that could be phased in on an area by area basis and staffed and supported by area volunteers and contributions.

(A) Problem 6: There is a lack of trust in World Services throughout the NA organization.

(B) Description: A service organization like NA, whose primary mission is to help people, must command trust in the organization at all levels to be effective. Only 65% of the groups said they trusted World Services - this is at the organizational level closest to the fellowship that relies on this organization for their recovery! This level of trust goes down at the higher

levels of organization (the opposite should be true!) with less than 60% of the RSCs stating they trust world services. No trust - no effective service organization! This is the next most important problem world services must address since this indication of mistrust is founded on the lack of awareness on what world services really does for the fellowship and the lack of effective communication to get this information down to the lowest levels of organization. World services must clearly communicate to the fellowship what they are doing to support them. Communications must be clear and easy to understand, meaningful to the fellowship, and done on a regular basis. This is the only way to dispel perceptions resulting in feelings of mistrust.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

Trust is earned through honest communication and actions supporting those words. By improving upward and downward communication, trust is built in the organization. In addition, to cement this trust, world services must deliver the products and services promised, professionally and in a timely manner. Candid, honest communications on what World Services is doing to directly support the fellowship is the only way to dispel feelings of distrust. The handout,

improved publications and articles, the suggestion program, writing better routine communications and the 1-800 telephone number are methods of providing better direct communications. Improvements to the organizational structure, discussed here and in another section of this report, will help deliver the promised products and services.

Financial trust was one area of concern that was brought out by the responses to a specific survey question. The groups, areas, and regions generally responded that they were not satisfied with the way World Services uses NA funds. Again, this response indicates a communications problem, if NA world services is truly living up to their stewardship responsibility in using these funds wisely. The three levels of organization do not feel that they clearly understand how world services uses these funds. If they do understand what products and services world services is providing and they are not satisfied then the upwards communication of feedback needs to be improved. The groups said they wanted more financial information. We do not think they really wanted more financial information, but rather more understandable financial information.

(A) Problem 7: World services has a low customer satisfaction rating.

(B) Description: A little more than half of the groups (54.7%) said that they were satisfied with World Services. Less than half of the RSCs (48.8%) stated that they were satisfied with the support received from World Services. This problem is closely tied to the issue of awareness, especially for the groups since about only 65% of the groups responded that they were aware of the functions of World Services. The groups may not be aware of what World Services does to support directly support the fellowship and where to get those services. Feedback from the groups may not be effectively getting to or being considered by world services to provide the products and services they need. The RSCs may not know where to

get the services they feel they need within the complex World Services organization structure with its overlapping responsibilities. In addition, they may not be providing the strong feedback to World Services to get the support they feel they need. A solution to this problem requires both better communications and a more effective organizational structure to provide needed services.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

Improved communications, both upward and downward, will make certain that the groups, areas and regions as customers understand what products and services world services offers and where to get them and improve feedback from the customers on what products and services they need. The recommendations above will improve communications.

Now NA world services must make sure they can carry out the projects necessary to develop these needed products and services and provide them. This requires an organizational structure that is responsive to providing the basic products and services that support the basic NA mission, to support the suffering addict in recovery. The survey results show clear

support for the parts of the world services organization that directly support the basic mission (literature, translations, hospitals and institutions, publications committees) and little support for groups that they cannot relate to (interim committee, board of directors, WSC administration committee). The NA organization structure must be streamlined to support the basic mission.

(A) Problem 8: The NA organization is not satisfied with the way world services uses NA money.

(B) Description: Only about half (51.3%) of the groups, less than 20% of the ASCs (17.5%), and less than half of the RSCs (46.5%) stated they were satisfied with the way World Services uses NA money. This problem is built on one of lack of awareness and trust, which are communications problems. The groups wanted more detailed financial statements, expressing wanting more insight into how world services uses NA money. We think what the groups really want is a clearer understanding of how world services uses NA money and how the service structure applies these funds to accomplishing the tasks that directly support the basic NA mission.

(C) Rationale: **Methodology for Problem Determination**
The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common

problems.

- (D) Corrective Action:** World Services annually conducts an audit by a highly regarded accounting firm and publishes an annual financial report. The problem is that no one other than the accountants can read it or understand it. We recommend that NA World Services publishes a simplified financial report in terms that the fellowship at the group and area levels can understand and relate to. This could be a part of the simple three-fold handout on what world services does for the fellowship (suggested above) or a separate document. As part of the handout, it could be a simple "pie chart" on where the fellowship's dollar contributed goes and then explaining the projects, products and services NA World Services has done or provided for the year using these dollars.

PROBLEM AREA II - ORGANIZATIONAL STRUCTURE & MANAGEMENT FOCUS

The NA World Services organizational structure is analyzed in detail in another section of this report and specific recommendations are made on how to restructure the NA organization to better support the primary mission functions. This section of the report concentrates on general organizational structure and management focus problems identified from the survey results. The section on Organizational Structure recommends specific organizational structure solutions that will correct these problems.

- (A) Problem 1:** Customers stated that World Services did not provide the services that they need.
- (B) Description:** Less than half (48.8%) of the RSCs agreed with the fact that World Services provides them with the services that they need and less than half (44.2%) said they would like more support from world services. Less than half (47.9%) of the ASCs said they would like more help form World Services; while only

42.1% of the groups said they wanted more help from world services.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

Implementing the corrective actions above to improve communications will improve customer feedback on what services they feel they need. Providing those services is the responsibility of World Services in developing and producing them and the responsibility of the World Services structure to get them to the customer. The NA World Services organization is made up of a number of complex standing committees loosely under the umbrella of a board of directors and a board of trustees. Based on the recommendations of this report, NA World Services must first identify which parts of the organization clearly support carrying out the NA basic mission and organize those "line" functions into an "operations division" to carry out providing the needed services through the World Services. Next, NA World Services must structure the supporting parts of the organization such that they can provide the resources (ideas, dollars, people) to carry out the direct mission to provide the needed products and services. Finally, portions of the organization that overlap in function or do not contribute

directly to producing needed products and services should be consolidated or eliminated.

- (A) Problem 2: Some World Service committees and other organizations received low recognition rates indicating low value to the customer.
- (B) Description: At all three levels of surveys (group, area and region) the ranking of importance of world services organizations in providing valuable services changed only slightly. The highest rated organizations (80% or greater "yes" response) were those that directly contributed to the mission to support the fellowship in recovering from addiction (literature, hospitals and institutions, public information, translation, and World Services Office). Other organizations (committees, boards, offices) performing administrative tasks had more mixed perceptions of providing valuable services to accomplishing the NA mission.
- (C) Rationale: **Methodology for Problem Determination**
The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.
- (D) Corrective Action: By solving the communications problems discussed above, through the recommended corrective actions, will improve the understanding of what the different portions of the world

services organization do to support the fellowship. The survey results show clear support for the parts of the world services organization that directly support the basic mission (hospitals and institutions, public information, literature, translations committees and the world services office) and significantly less identification with parts of the organization performing administrative functions (administrative committee, board of trustees, board of directors, policy committee, Outreach ad hoc committee, World Convention Corporation, and the interim committee.) Based on the results of this report, NA world services should realign its organizational structure to build an organization that devotes its resources efficiently and effectively to directly support the NA mission (those functions with high customer identification) and streamline administration functions by consolidating or eliminating the other committees and boards.

(A) Problem 3: Middle management felt that they did not play an active role in what World Services does.

(B) Description: Only about two-thirds of the Region Service Committees (RSC) and a little more than a third of the Area Service Committees (ASC) said that they agreed that they played an active role in what World Services does. The regions felt they played an active role in the world service structure (80% said "yes") but World Services did not provide them with enough guidance (only 49% agreed.)

(C) Rationale: **Methodology for Problem Determination**
The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys

(group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action: By organizing the world services service structure into a single "operations" division that carries out providing the needed products and services, the regions, areas and groups are more tightly knit together and brought closer to the World Services Organization. This organizational structure will improve communications and feedback, more directly involving the regions and areas.

(A) Problem 4: The organization, in general, believes that world services should not start any new projects without the approval of the fellowship.

(B) Description: About 90% of the RSCs and over 80% of the groups stated that World Services should not begin any new projects without approval of the fellowship. While this is not a problem in its own right, it is an organizational problem in determining how to implement procedures to get fellowship approval in a effective manner to carry out the project or to reach decisions on how much of the scarce NA resources (people and dollars) should be devoted to which project. Although fellowship input to these decisions is critical, it is a management function and a responsibility of the trusted servants to make the best decisions possible.

(C) Rationale: **Methodology for Problem Determination**
The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management

problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

- (D) Corrective Action:** Improving downward communications will help get the work out on what world services is already doing to support the fellowship and generate advocacy for these efforts. This should build more trust in world services by creating more confidence in what new projects world services is already doing to support the fellowship. The suggestion program and 1-800 number will improve direct feedback from the fellowship on new projects undertaken by world services and should build confidence in World Services ability to start projects that directly benefit the fellowship. The effect this has on the organizational structure is how to create a true "democracy" in which the fellowship has a direct vote for approval of new projects. As a geographically separated organization, NA must continue to be structured as a "representative democracy" and allow area and regional representatives and elected committee members to represent the fellowship and vote on new projects at the annual conference.

PROBLEM AREA III - TRAINING

- (A) Problem 1:** Employees and volunteers may not have the skills needed to carry out their responsibilities.
- (B) Description:** Many of the more minor problems indicated in the survey results point toward a lack of training in basic skills both at

the world services employee level and the volunteers in services structure. Problems as not timely response to correspondence and communications that are not easy to understand may indicate the lack of basic management and communications skills to get the job done. In addition, some of the frustration in the mid-levels of the organizational structure may be due to a lack of communications skills to improve the flow of information and management and skills to facilitize organizing regional and area programs and providing needed services and products to the groups.

(C) Rationale:

Methodology for Problem Determination

The survey responses from each level of organization were analyzed in detail in the previous section of this report. How the particular response pointed to a potential management problem was highlighted in the analysis of the response each question, as applicable. The responses to the levels of surveys (group, area, region) and their individual analysis were looked at across the eight areas of survey interest (awareness of World Services, unmet needs, service delivery/communication/coordination, trust and approval, funds flow/financial approval, fellowship development, and guidance) to identify general trends pointing toward common problems.

(D) Corrective Action:

NA world services needs to establish a comprehensive review of employee and volunteer position responsibilities and assess the training need to do the job. Employees of World Services need to have job descriptions that clearly define the responsibilities of their position and the education and training required to carry out those responsibilities. NA World Services needs to establish individual training plans to lay out how each employee will get the necessary education or training.

Volunteers in the World Services structure should be selected based on their education, training and skills needed to do the

job also. Even though these positions are voluntary, the member must still have the skills to do the job. World Services should establish a training program to provide regional and area service coordinators and group chairpersons with the basic organizational, communications, and interpersonal skills to manage their regions and areas and to facilitate their groups. These skills are an important part of training, and may not necessarily be acquired through formal education or experience.

When highly specialized skills are needed and it is not possible to readily train an employee or a volunteer, NA World Services should augment their work force with professional consultants. Consultants are very effective since they can be brought in for very specific tasks, for short time periods, require little or no overhead and support, and represent tens of years of experience. NA should use consultants to help train their own people to do their jobs better on their own, improving the capability of their own people.

APPENDIX A

STATISTICAL VALIDITY OF SURVEY

INTRODUCTION

The answer to the question “what sample size is adequate to represent the population” is not a straightforward one. It is not simply knowing the size of the population in relationship to the proposed sample. For example, a sample of 1800 - 2800 people may be adequate to represent the population the entire 280 million people in the United States. Sample size is determined by the desired degree of accuracy required in estimating the population mean (average) of some characteristic to be measured in the population. Sample size is determined by how far apart or off (accuracy) the sample mean can be from the population mean (the maximum allowable error) and the amount of confidence you want to have that the mean of the sample is within this margin of error and, therefore, “representative” of the population.

DETERMINATION OF SAMPLE SIZE IN THE CASE OF A NORMAL DISTRIBUTION

In a normal distribution, sample size (n) can be calculated from the equation: $n = z^2\sigma^2/e^2$ where: e is the maximum amount of allowable error; z is determined by the degree of confidence required; and σ is the standard deviation of the population from which the sample is taken. We can set the values of z and e based on the accuracy of the result desired (for example $z = 1.96\sigma_x$ for 95% confidence level; and e may equal 5). However, σ (the standard deviation of the population from which the sample is taken) must be obtained from knowledge of the population, as the results from previous surveys or selecting a preliminary sample from the population to estimate the standard deviation.

This is important, since σ is the only value we cannot establish relatively arbitrarily and by looking at the formula we can see that as σ gets larger (the greater the dispersion in the population) the larger the sample size needed. In addition, the greater the confidence level required (measured by z) and the smaller the acceptable error (e), the greater the sample size required too. However, we can establish how tight to specify these parameters depending on how good one wants to feel about the information on which to base a decision. These variables generally apply to measuring some continuous population of numerical values, as employee salaries, dimensions of a part, etc.

NA SURVEY RESPONSES AND DETERMINING VALID SAMPLE SIZE

In the case of the NA surveys, the responses to the questions were primarily reduced to yes or no (agree or disagree, or don't know) leaving us with not really a continuous range of answers (values) to perform statistical testing of sample mean against population mean. If the original expanded Lickert scale of five values (strongly agree, somewhat agree, don't know, somewhat disagree, strongly disagree) was maintained, a more representative sample mean could be determined in reference to the neutral value (don't know) and better statistical tests performed. The wider the scale, the more sensitive the survey responses to deviation from the mean and the more data (survey responses) that need to be collected. However, to answer the question on whether the number of surveys received is a representative sample and therefore the results valid for decision making, we need to look at the parameter σ (rho) in the equation above.

The standard deviation of the population (σ) is a measure of the diversity of the population. If the population is very homogeneous, σ is small and from the above equation one can see a smaller sample size is required to represent the population. As stated above, the standard deviation of the population, σ , can be estimated from a previous sample of the population. In the case of the NA survey responses, we have a previous sample from the population (groups, regions, areas) in the responses received as of 31 Jan 94, with results reported in the 20 April 94 Memo from the Composite Group reporting the preliminary results from the survey to the 1994 Conference participants. Using this as a sample measurement of the population, we compared responses, question by question, with the final results received from the total number of surveys returned.

ANALYSIS

In the group surveys, we found an absolute maximum deviation of only 2.0% to any single response to any part of a question between the 1,549 initial responses and the final 1,953 group surveys returned. The average deviation for all question responses is in the less than 1% range. This means that the deviation between the two measurements of the group survey results is very small and σ is very small also. This tells us that the real sample size (n) for a "representative sample" was probably much smaller than even the 1,549 group surveys received as of 31 Jan 94. The responses to the questions did not significantly change from the results tabulated as of 31 Jan 95 to the final results reported to the consultants. World services did not really have to collect the results of the additional 404 group surveys for purposes of "having a representative sample" of the groups (and the fellowship that makes up the group.)

At the end of the survey, 223 area surveys were returned of the 507 mailed. 186 of those surveys were returned as of 31 Jan 94, forming an initial estimation of the population for the purposes of this analysis. Again, a question by question comparison of the "sample" of the population against the final results shows a maximum deviation of 2.9% percent for the responses to any part of any question. The average deviation across all data points (responses to any part of any question) was in the 1.0-1.5% range, again indicating a small dispersion in the population and that even a smaller sample size would have representative of the population.

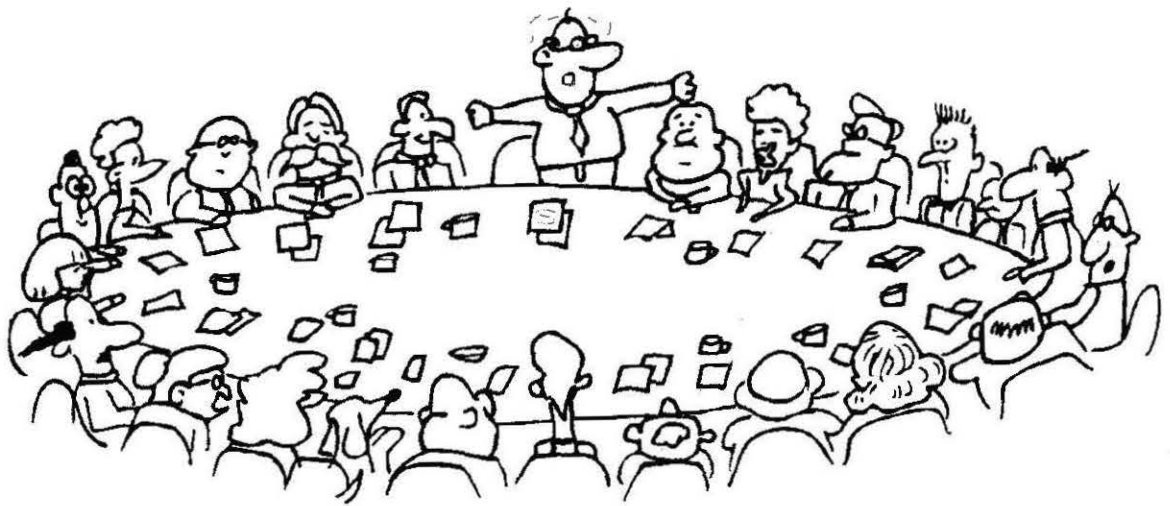
Of the 63 region questionnaires mailed, 34 were returned as of 31 Jan 95 and a total of 43 were returned at the completion of the survey. The question by question analysis showed a maximum deviation of 6.9% for the response to any part of any one question, with an average deviation in the 2-3% range.

As you can see, comparing the results of the smaller number of surveys returned in the area and region surveys, the dispersion in the population increases due to the smaller sample size, as expected. However, the average deviation is still only in the few percent range, indicating relatively good correlation. In analyzing the survey results for indications of management problems, a change in any response of a few percent would not significantly affect how one looked at the response to the question.

The overall response rates to the surveys were extremely high, adding to our confidence in the statistical validity of the survey based on the sample size. Industry commonly bases marketing decisions, for example, on a survey return rate in the 6% range. The return rates for the NA surveys were: 16% for the groups, 44% for the areas, and 68% for the regions, again indicating a more than adequate sample size to represent the fellowship.

CONCLUSION

This analysis confirms enough survey responses were received to be adequately representative of the fellowship, to support NA decision making based on their results. Comparing the survey results at two different sample sizes for the two points in time (31 Jan 94 and end of the survey) showed low dispersion in the population for the sample size, providing confidence in the fact that a large enough sample size was available from the number of surveys returned. In addition, the percentage return rates of 16%, 44% and 68% were extremely high compared to an industry standard of approximately 6% return used for decision making.

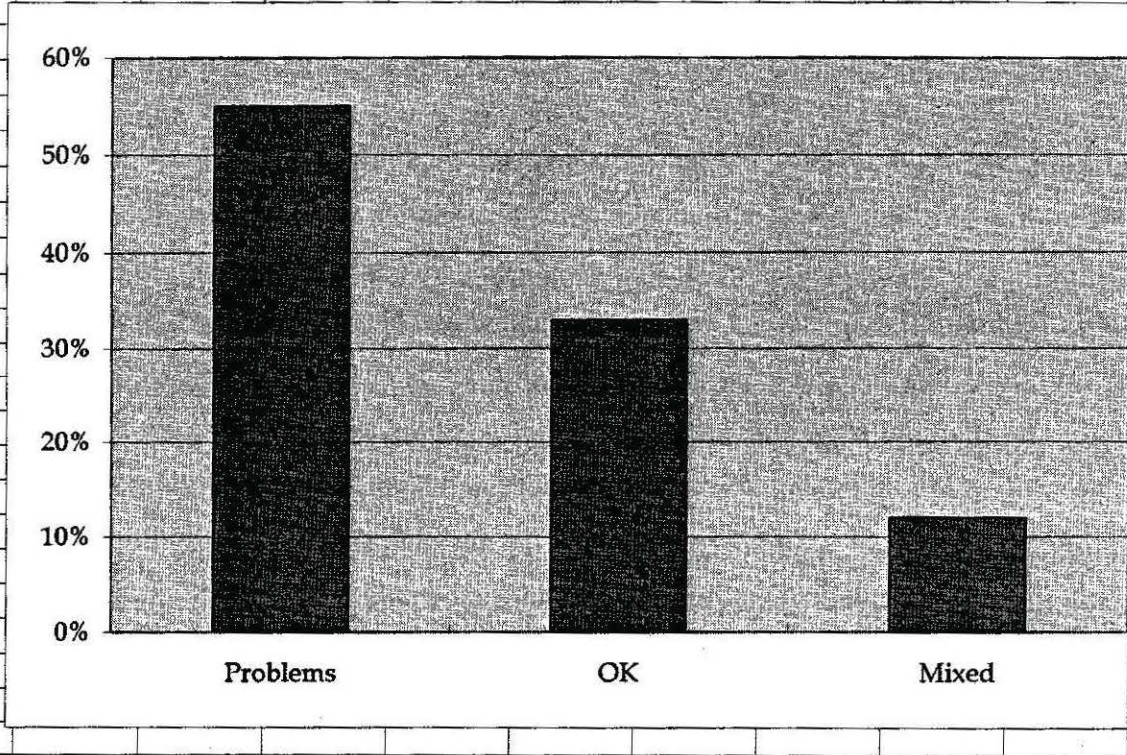


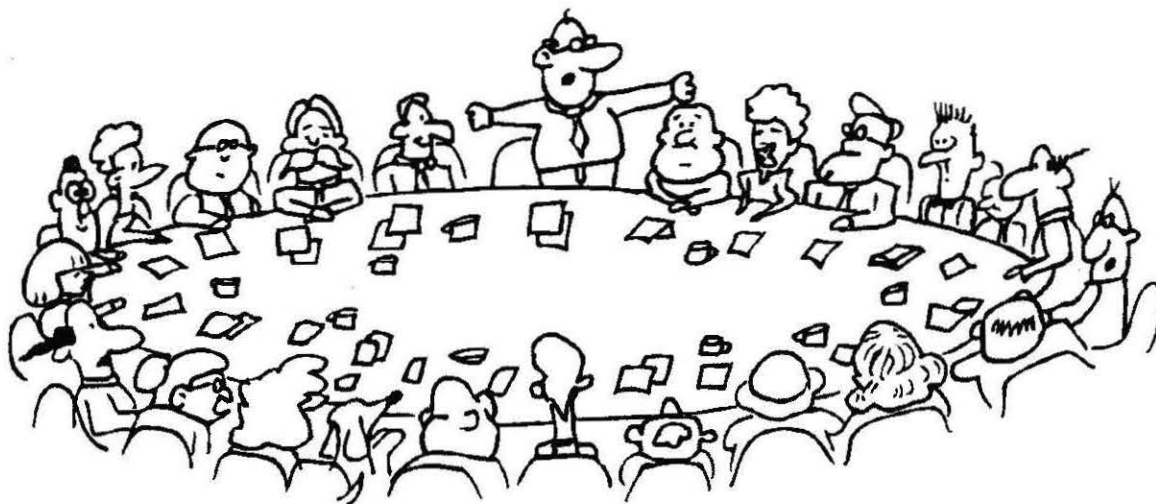
CONSULTANT'S REPORT

WORLD SERVICE COMMITTEES

Figure 8

Self Assessment Results

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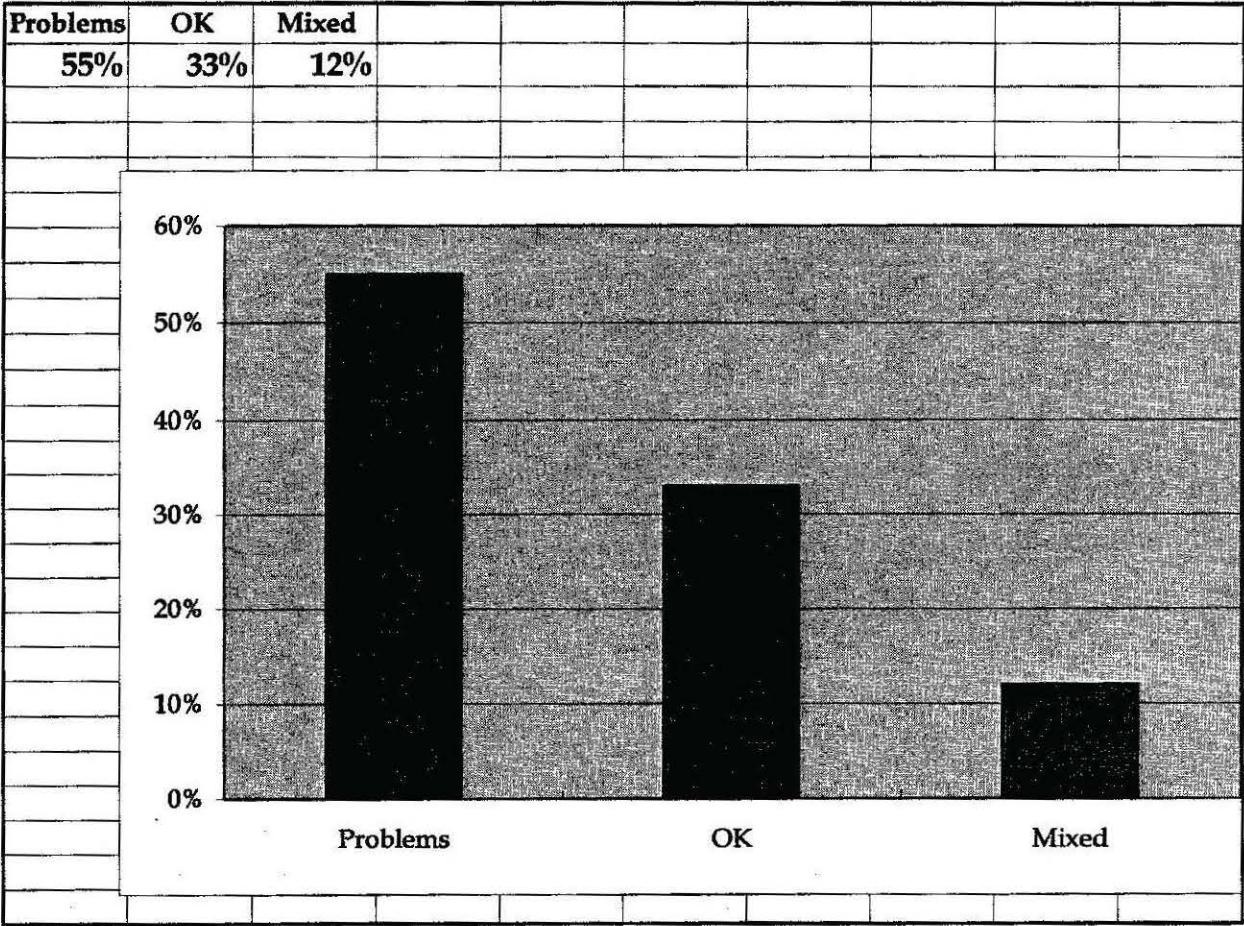


CONSULTANT'S REPORT

**WORLD SERVICE
COMMITTEES**

Figure 8

Self Assessment Results



Enitity	Purpose	Services	Resources	Structure	Comm	Grand Total	
WSC Outreach AH Committee	OK	OK	OK	OK	OK	ALL 5 OK	
Translations Committee	OK	OK	OK	OK	OK	ALL 5 OK	
World Convention Corporation	OK	OK	OK	Problem	OK	4 OK/ 1 Prob	
WSC Literature Committee	MIXED	MIXED	Problem	OK	OK	2 OK/1 Prob/2Mix	
WSC Board of Trustees	Problem	Problem	Problem	Problem	OK	1 OK/4 Prob	
WSC Public Information Committee	Problem	Problem	Problem	OK	Problem	1 OK/4 Prob	
WSO Board of Directors	Problem	Problem	Problem	OK	MIXED	3 Prob/1 OK/1 Mix	
WSC Admin Committee	Problem	Problem	MIXED	MIXED	Problem	3 Prob/2Mix	
WSC H&I Committee	Problem	Problem	Problem	Problem	Problem	All 5 Prob	
Interim Committee	Problem	Problem	Problem	Problem	Problem	All 5 Prob	
WSC Policy Committee	Problem	MIXED	Problem	Problem	MIXED	3 Prob/2Mix	
World Service Conference	Problem	Problem	Problem	OK	Problem	4 Prob/1 OK	
Total Problem Areas	8 Prob	7 Prob	8 Prob	5 Prob	5 Prob	33 Prob or 55%	
	3 OK	3 OK	3 OK	6 OK	5 OK	20 OK or 33%	
	1 Mix	2 Mix	1 Mix	1 Mix	2 Mix	7 Mixed or 12%	

OVERVIEW OF BOARDS & COMMITTEES

I. Executive Summary

The resources of each committee/board were reviewed from the material (Part II) provided by the Inventory Composite Group, and it was determined that, although issues were identified, the analysis does not give a clear picture of the issues at hand.

In each case, the write-up shows dissension within each committee. No clear short-term or long-term goals are defined.

Most committees feel that there is no trust within the committee structure.

The committees identified have overlapping and/or duplication of work.

There does not seem to be any written procedures, either globally or by committee. If there are any written procedures, they are not thoroughly understood.

The committees feel their strength is in identifying the short-term goals, but there is no clear leadership within the committees. Therefore, objectives are not obtainable.

Communication within the organization is limited. It would appear that each committee works independently, and they interact only as needed. According to some respondents, trust is also an issue between committees.

Some committees/boards seem to receive very little input from the members while carrying out the wishes of the chair.

II. An Analysis and Evaluation of the Inventory Process

The summary provides a detailed analysis of each committee and defines the self-assessment tool Part II.

There are five categories defined by each committee:

1. Purpose,
2. Services provided,
3. Resources,
4. Structure, and
5. Communications.

Within each category, there are various subsets defined by the Inventory Composite Group.

Self assessment inventories were completed on the following groups and outlined in the write-up by the Inventory Composite Group:

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

There was limited information on self-assessment inventory completed by the World Services Translation Committee. In reviewing their inventory, the responses received were either yes/no answers or feelings that this inventory was useless. This committee demonstrated feelings that this self-assessment was an ineffective process, and it appears that the committee did not evaluate themselves objectively.

Based on the limited input given by the groups, the Inventory Composite Group was able to review the inventory assessments and create a good analysis of the World Services Translation Committee.

Review of Data:

The assessments reviewed by the Inventory Composite Group is detailed and gives a relatively good analysis of each committee. The Inventory Composite Group indicates in their overview (see page 1) that they summarized what each group was saying and had not analyzed nor editorialized each assessment. This was very helpful in our analysis.

III. Final Analysis Recommendations

(A) Statement of Identified Problems

This will contain the problems identified in No. III.

(B) Description of Each Identified Problem

This section will describe each of the problems identified in No. IV (A).

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Here we will suggest corrective action to solve the problems identified.

WORLD SERVICE COMMITTEES

INTERIM COMMITTEE

(A) Statement of Identified Problems

Purpose: The Interim Committee identified no long-term goals. Short-term goals were not truly identified.

Services

Provided: This committee is unclear of what services they provide.

Resources: No clear definition of how resources are utilized. Indications that the committee was given responsibilities they did not desire. Trust is not an issue however, they committee did feel this is an asset for the group.

Structure: No clear organization structure defined. Committee conducts business in 15 to 18 hour stretches, discussing items ad nauseam to reach consensus and operating under distress when making late evening decisions.

Communication: Lacks communication; this is identified as a problem.

(B) Description of Each Identified Problem

1. **Purpose:** "No long term goals; project planning should be realistic with realistic time lines; Interim Committee should define the scope of its authority."

2. Services Provided: "Not enough time spent on origination of service projects; conference call use may not be maximized at this time."
3. Resources: "No coherent process for distribution of work assignments; the committee has grossly overstepped the responsibility of its functions; treasurer's responsibilities have been usurped."
4. Structure: "Preparation is a problem because of untimely information. Meetings are too long, and decisions are made under duress. 'We don't rush into decisions, we discuss them to death.'"
5. Communications: "Confusion about communication with conference, underlying issues of trust and fear; no guidelines to lay out procedures; communications done by word of mouth; Interim Committee has issues with Composite Group."

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Eliminate this committee or restructure to another group.
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WORLD SERVICE BOARD OF TRUSTEES

Purpose:

This committee deals with current or controversial issues, engage in conflict resolution, interact in the professional community and anticipate the future needs of the fellowship.

The trustees believe their long-term goals allow the trustees to maintain unity, participate in worldwide forums within emerging/isolated communities, develop guidelines and initiate tools for the fellowship.

Services Provided: The board indicates that having an awareness of what either committees and boards are doing significantly increases when other boards and committees participate in WSB activities and projects.

Resources:

The board indicates that the implementation of the trustee committee system has improved work distribution, although the Steering Committee cannot evenly distribute the work when WSC-generated projects are assigned to trustee committees.

Structure:

No clear organizational structure defined. Discussions of Concepts Five, Six and Seven are identified.

Communication: Good communication identified.

Additional Comments: "However, at times when trustees act individually, those action may not take into consideration the image of NA or the Board of Trustees. There are no guidelines or policy for individual trustee activity. Currently the board is asking for reports from trustee's on their activity. However there is no direct accountability mechanism."

Recommendations: Identify purpose (short & long-term goals), clearly define services provided, define resources which includes organization structure and continue efficient lines of communications.

WSO BOARD OF DIRECTORS

(A) Statement of Identified Problems

Purpose: Not clearly defined. Goals shown as weakness

Services

Provided: Not clearly defined. WSO Board seems to feel frustrated in its efforts to serve the members.

Resources: High volume of work. Issues of delegation. Trust is an issue.

Structure: Not clearly defined. Commentary on how the WSO Board feels but not what the organization is doing as a whole.

Communication: Limited communication channels.

(B) Description of Each Identified Problem

1. **Purpose:** "Lack of direction and long term goals. There is no stated long term vision, no time to plan, the schedule of the BOD does not allow for any planning, and there is a lack of time to do the tasks that are assigned"
2. **Services provided:** "Duplication of services wastes money and time; excess of administration of projects. The office budget is impacted by World Service Conference Decisions. A single board/unified budget is viewed as is a possible solution to the systemic difficulties."
3. **Resources:** "No time, too much work, no planning; therefore, the work is distributed 'willy nilly.' The distribution of work is not

equitable.....”

4. Structure: Strength
5. Communications: “The biggest weakness is the inability to respond in a timely manner. The approval process is a problem. The guidelines are weak, not necessarily the communications.”

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations: Identify purpose (short & long-term goals), clearly define services provided, define resources which includes organization structure and continue efficient lines of communications.

Additionally, provide WSO Board with clear objectives and take the emotion out of the group. Trust seems to be a factor.

WORLD CONVENTION CORPORATION - Board of Directors:

(A) Statement of Identified Problems

Purpose: Defined as a weakness. There are issues with worldwide participation, program diversity, budget planning and fellowship.

Services

Provided: Defined as a weakness. Goals not clearly defined. This unit does not identify what services they provide.

Resources: Trust is an issue. No accountability of committee. Group is utilizing outdated materials. Budget issues.

Structure: Not clearly defined. Commentary on how the WCC Board feels but not what the organization is doing as a whole.

Communication: Identified as a strength.

(B) Description of Each Identified Problem

1. Purpose: O.K.
2. Services Provided: O.K.
3. Resources: O.K.
4. Structure: "Orderliness of process and availability of needed information is a weakness: insufficient; handling of input from staff and/or boards and committees is a weakness when it does not come to BOD as a whole; guidelines are outdated; relevance to

5. Concepts five and six are a weakness.
Communication: O.K.

(C) Rationale for the Determination of Each Problem

The rational is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action:

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided; define resources, identify budget issues, and provide updated procedures; continue lines of communications.
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WSC ADMINISTRATIVE COMMITTEE

(A) Statement of Identified Problems

Purpose: Not clearly defined but is discussed that the short-term goals was met. "They feel their role is unclear and that they are facilitators rather than leaders."

Services

Provided: Defined as a weakness. Aware of what other committees/boards are doing. Committee is cost-effective.

Resources: Mixed emotion on resources identified as both a strength and weakness. Feeling/emotions are used in identifying resources.

Structure: Relies heavily on staff to provide an orderly process. Identified as both a strength and weakness.

Communication: Identified as a weakness.

(B) Description of Each Identified Problem

1. Purpose: "No freedom of leadership but are facilitators; no freedom to develop agenda or to be creative."
2. Services Provided: "Review is an informal process; need better

orientation; should attend more multi-regional events.”

3. Resources: “Work load is more intense for some members; work load is dictated for members; Cannot measure effectiveness of Committee.”
4. Structure: Too many decisions are deferred because we want acceptance and we defer responsibility; diversity is imposed upon the committee by the Conference; implicit leadership should be considered for membership.”
5. Communications: “Give us back our power.”
“Should there even be a Second Vice-Chair”?
“Election process requires too many rounds.”

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided. Reengineer committee. Define resources with organization structure. Open up lines of communications.
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WSC OUTREACH AD HOC COMMITTEE

(A) Statement of Identified Problems

Purpose:	Defined as very focused. Identified as a strength. Long and short term goals identified as a strength.
Services Provided:	Defined as a strength. Bulletins and mailings are sent to fellowship.
Resources:	Trust identified as strength. Limited resources. Limited involvement with staff personnel. Budget issues - limited funds.
Structure:	Identified as strength. "Structure is fairly loose in running meetings." Weakness identified with the lack completing assigned tasks.
Communication:	Identified as a strength.

(B) Description of Each Identified Problem

No major problems identified by the respondents.

(C) Rationale for the Determination of Each Problem

The rational is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendation: Identify purpose (short & long-term goals) and clearly define services provided; Reengineer committee; define resources with organization structure; and continue lines of communication

WORLD SERVICES TRANSLATION COMMITTEE

(A) Statement of Identified Problems

Purpose: The committee feels their long-term and short-term goals were achieved. This committee was also identified as not wanting to participate in this self-analysis.

Services

Provided: Not clearly defined

Resources: Trust identified as strength. Issues with budget objectives.

Structure: Identified as strength. The committee composition felt that its members diversity, range of skills, basis for selection, attendance levels, degree of participation and increasing membership were strengths.

Communication: Identified as a strength for committee work climate. Identified as a weakness with meetings.

Note: This committee didn't seem to be in the spirit of the Self Assessment process.

(B) Description of Each Identified Problem

1. Purpose: OK
2. Services: OK
3. Resources: OK

4. Structure: OK
5. Communication: OK

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided. Reengineer committee. Define resources with organization structure. Continue lines of communications.
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WSC LITERATURE COMMITTEE

(A) Statement of Identified Problems

Purpose: Achieved short-term goals, long term planning is an issue.

Services

Provided: Not clearly defined as a strength or weakness

Resources: "The WSCLC recognized that what they termed 'turf wars' exist within world services for necessary resources to fulfill services."
Resources not truly defined.

Structure: The WSCLC has orderliness and handles all information available with the support of WSO staff. Guidelines being revised by committee.

Communication: Identified as a strength.

(B) Description of Each Identified Problem

1. Purpose: There is a systemic problem that once a budget has been approved by the conference, the Interim Committee then decides how to budget approved projects."
2. Services provided: "We feel that increased committee meetings, dual membership, receipt of minutes from other committees especially BOT minutes, and participation by the use of liaisons from other committees would help in this area."

3. Resources: “ No mechanism or clarity in dealing with problem resolution, leadership of the conference has failed to allocate project funds.”
4. Structure: OK
5. Communication: OK

(C) Rationale for the Determination of Each Problem

The rational is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided. Reengineer committee. Define resources with organization structure. Continue lines of communications.
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WSC PUBLIC INFORMATION COMMITTEE

(A) Statement of Identified Problems

Purpose: The PI committee feels good about its commitment to carry the NA message to the still suffering addict, as well as assist in the growth and development of NA worldwide through public information efforts. Goals identified as a weakness.

Services

Provided: Defined as a weakness.

Resources: Mixed emotions about resources, defined as strength in trust factors and however other areas are defined as a weakness.

Structure: Defined as a strength.

Communication: Defined as a weakness.

(B) Description of Each Identified Problem

1. Purpose: Long term goals were a strength whereas short term goals were a weakness. Budget related to goals were shown as a weakness because of lack of control. A need was seen to educate the fellowship.
2. Services Provided: "Leadership needs to bring in goals for discussion; not everyone has input; operates in a vacuum; lack of clarity."

3. Resources: "On more than one working group, limited participation, uneven work distribution system doesn't work (needs help); lack of trust of letting go of projects internal and external, mistrust within and without; role is unclear, unclear about (his) role is in the big picture."
4. Structure: No problems.
5. Communications: "Poor sense of accomplishment by not being able to deliver what we had hoped to deliver and to live up to our potential we have for delivery of services."

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided.
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WSC H&I PUBLIC COMMITTEE

(A) Statement of Identified Problems

Purpose: Achieved short-term goals, long-term goals identified as a weakness

Services

Provided: Defined as a weakness.

Resources: Defined as a weakness.

Structure: Defined as a weakness.

Communication: Defined as a weakness.

(B) Description of Each Identified Problem (quotes from the surveys)

1. Purpose: "We are too rigid";
"We have information: we need to use it, expand on strengths, work on weaknesses";
"Goals are outstanding, the process could use some work."
2. Services provided: "Too rigid";
"Organization and assignment of tasks is somewhat arbitrary";
"We need more subcommittee and board interaction to gather information."
3. Resources: "Leadership of teams should rotate";
"Talent poorly utilized";
"Meeting structure needs to be healthy and in recovery";
"Sexist bull is unacceptable";
"Funds are not available to allow us to complete our work..";

“Committee as a whole has no input on badger.”

4. Structure: “We take actions inconsistent with the current guidelines”;
“Individual work should be completed in a timely fashion or as requested”;

“We have difficulty recognizing the differences between a diversity of opinion and redundancy”;
“Better utilization of time.”

5. Communication: “We need to trust the process and our members and Higher Power”;
“Minority opinions are not always respected as evidenced by body language, cross talk and verbal injections.”

(C) Rationale for the Determination of Each Problem

The rational is provided by the survey respondents. See surveys for details.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Identify purpose (short & long-term goals), clearly define services provided. Reengineer committee. Define resources with organization structure. Develop lines of communications.
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WSC POLICY COMMITTEE

(A) Statement of Identified Problems

Purpose:	Purpose confused not properly stated in TAGSS.
Services Provided:	Mixed signals on what other committees/boards are doing and their role.
Resources:	Work distribution, delegation, staff work are a strength. No internal guidelines nothing addresses roles and responsibilities.
Structure:	Meeting schedules and lack of funds Seem to affect orderliness.
Communication:	Mixed comments. Internal trust is a strength.

(B) Description of Each Identified Problem

1. Purpose: Lack of clarity of purpose. The TWGSS states that the committee "evaluates". The members say they do no such thing. Members feel they are forced to be reactionary rather than proactive. No long term goals; lack of planning a weakness; budgetary problems are concerns.
2. Services provided: No proper/adequate budget to carry out their work. No time to do their tasks "No time or funding." The members are not on the conference participant mailing list "out of

information loop” and have at times abdicated their work because of duplication by other committees/boards “turf wars.”

3. Resources: Mixed responses. No internal guidelines or adequate trust between them and other committees/boards. “There is a lack of two-way trust from other boards/committees. Lack of clarity on trusted servant/special worker issue.
4. Structure: Lack of identity in overall structure “ (This Committee) seems to be a bastard stepchild of World Services, programmed to fail.”
5. Communication: Internal communication was OK. However external communication needs improvement. Work climate comments were mixed. Some felt safe others complained of member dominating discussions and outcomes.

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Set goals, both short and term; provide a charter and bring this committee into the family of committees/boards; fund it adequately, or collapse it into another committee, or disband it.
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WORLD SERVICE CONFERENCE

(A) Statement of Identified Problems

Purpose:	No clearly stated goals or long term planning.
Services Provided:	WSC agenda poorly organized.
Resources:	Resources not property allocated.
Structure:	No comments.
Communication:	Communication distorted by procedures and zones ignored.

(B) Description of Each Identified Problem

1. Purpose: WSC has no clearly stated, single purpose or clearly stated objectives. The current CAR format promotes disunity and promotes "motion madness".
2. Services provided: Inadequate orientation of conference participants. Lack of time for informal Discussions.
3. Resources: Lack of full funding for conference committee members.
4. Structure: OK
5. Communication: Parliamentary procedures difficult to

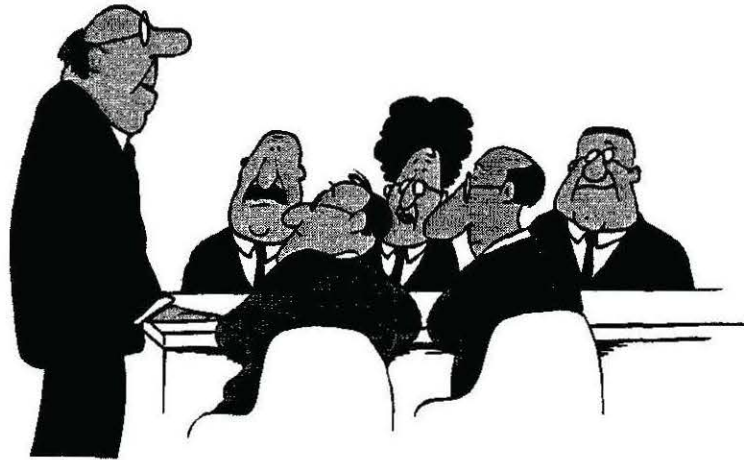
understand for English and non-English speakers alike – too complicated. Lack of communication between zones. Lack of support for zonal forums.

(C) Rationale for the Determination of Each Problem

The rationale is provided by the survey respondents.

(D) Statement of Suggestions for Corrective Action

Recommendations:	Identify single purpose of conference (mission). Set long term and short term goals. Consider changing format to eliminate motion madness and microphone repeaters while making sure the fellowship is heard. Consider zonal concerns and issues.
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CONSULTANT'S REPORT

Organizational Structure

Organizational Structure

I. Executive Summary

Having the opportunity to stand in front of the curtain on this project, we need to emphasize the fact that the NA organization shows a lot of drift in its direction as a whole, and people really do not have a clear idea as to where they are going with the organization. The following information is not new. However, as a point of reiteration:

1. The company's earnings could be improved significantly. (Although it is a non-profit organization, earnings appear stagnant.)
2. The fellowship seems to not understand what valuable products and services World Services Office provides to them -- internal surveys support this claim.
3. World Services Office incorporates three different activities: (a) publishing, (b) meetings, and more importantly, (c) the healing and self-realization aspect of addicts. The organization needs to make a decision on whether to stay in the publishing business or out-source this activity. We feel that someone else could handle the meetings and conferences on a national level, allowing NA personnel to concentrate their efforts on their core business at the local level.
4. We recommend an immediate injection of "urgency and discipline" at the World Service Organization level. The principles of Total Quality should be applied to NA and must produce bottom-line results. In order for the organization to grow, continuous improvement must be applied. The World Service Office needs to look outward to satisfy their bottom-line customers (the fellowship of NA).
5. If the message at the World Service Office is to serve the entire organization, then the people employed (either voluntary or paid) should have a mission statement, measurable goals, be accountable for their actions, and have

adequate education and training to do their jobs.

6. A start-up and outreach business unit within the Operations umbrella should be commissioned to review any future expansion and that should be their only charter. According to the literature, there will be a significant influx of new members in the near term.

7. Change is imminent. NA will have to do the same if they want to improve their efficiency in a global environment. We believe that a strategic plan (for 5, 10 and 15 years) is in order.

In our professional opinion, the board members need to be told the truth in plain language of the state of their organization or chance the continued erosion of its members and hard working supporters. We shouldn't hem and haw about what we revealed, this happened over time and now it's time to change.

Remember, this is not about us, it is about an assignment that we undertook to give our professional observation and analysis. NA's strategic situation is not familiar to us, but we do realize that the goal is to help the still-suffering addict find recovery in NA. We are trying to hold up a mirror, so that World Service Office can see themselves from our standpoint.

II. Introduction

Organizational structures can be compared to the frame and beams of a house, while a house can potentially stand with a weak frame, a minor adverse condition, say a strong wind, will bring down the house. A key responsibility of senior management and board of directors/trustees is to ensure that an organization has a strong foundation to grow during prosperous times and withstand adverse conditions during difficult times.

Successful strategy execution depends greatly on good internal organization and competent personnel. Building a capable organization should always be a top priority. Three types of organizational actions are paramount:

- Developing an organizational structure that is conducive to successful strategy execution – and then execute that strategy.

- Seeing that the organization has the skills, core competencies, managerial talents, technical know-how, and competitive capabilities it needs.
- Selecting the right people for key positions.

There are very few hard and fast rules for designing a strategy-supportive organizational structure. Every firm's internal organization is somewhat different with its own set of characteristics, the result of many organizational decisions and historical circumstances. Moreover, every strategy is grounded in its own set of key success factors and critical tasks. The only real imperative is to design the internal organization structure around the key success factors and critical tasks inherent in the firm's strategy and mission. This must be tempered with the fact that this is a fellowship not a business, although World Services Structure does have business aspects.

The following five sequence procedures is a useful guide for fitting structure to strategy:

- Pinpoint the key functions and tasks necessary for successful strategy execution.
- Reflect on how strategy-critical functions and organizational units relate to those that are routine and to those that provide staff support.
- Make strategy-critical business units that functions as the main organizational building blocks, and concentrate critical resources on those functions that directly support the NA mission.
- Determine the degrees of authority needed to manage each organizational unit bearing in mind both the benefits and costs of decentralized decision making.
- Provide for effective lines of communication and coordination among the various organizational units, and work as a cohesive team to achieve the organization's common goals.

In summary, the test of successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the strategic

plan. In deciding how to implement strategy, leaders of the organization have to determine what internal conditions are needed to execute the strategic plan successfully. Then they must create these conditions as rapidly as possible. The process involves creating a series of tight fits:

- Between strategy and organizational structure
- Between strategy and the organizations skills and competencies
- Between strategy and budget allocation
- Between strategy and internal policies, procedures, and support systems
- Between strategy and the reward structure
- Between strategy and the corporate cultures

The tighter the fits the more powerful strategy execution becomes and the more likely targeted performance can actually be achieved.

Implementation is a job for the whole management team. All managers have to consider what actions to take in their areas to achieve the intended results - they each need to operate under the proper organizational structure and with the appropriate action agenda and as a cohesive team.

III. An Analysis and Evaluation of the Overall World Services Structure

The opening of this report introduced the basic concepts of strategy and organization structure and the close relation that these topics have to each other. In this section we will discuss World Service Structure's overall structure and operating philosophies and how they relate to the mission of the entity.

First, it should be noted that the twelve traditions of NA represent the vision and the twelve concepts represent the operating philosophy, not the mission of World Service Structure as an organization. It should also be noted that the consulting group recruited by the NA organization has kept the vision intact and is most sensitive to these philosophies under which the NA organization was founded.

In reviewing the full spectrum of data provided to us, it is almost immediately apparent that the organization has failed to grow, not because of the lack of validity of its'

philosophy or the need for its services (the availability of a large population of still-suffering addicts). It has failed to grow because there is a great deal of confusion at the top levels of the World Services Structure. This confusion results in perceptions of lack of trust and uncertainty over the value of services provided by World Services at the lowest levels of organization. There is a lack of discipline in the execution of important strategies allowing for the growth and, therefore, expanded outreach by the NA organization.

Additionally, the organization is so intertwined in committees that two results have occurred.

1. Not exercising it's full potential of leadership.
2. A lack of clear objectives that must be identified and accomplished. Because of the over abundance of projects, directives and committee involvements, a series of objectives aligned with the vision are often not properly prioritized.

Our view is that the field which consists of members, groups, areas and region are the proper backbone and structure of the organization. The World Services Structure works just fine, except that they need help from World Services Office to improve their productivity and effectiveness. The committees formed at each level of group, area and region do play a very important role in building the infrastructure of support. However, committees at the World Services Structure level have led to confusion. Our recommendations will clarify the mission and objective of the organization, improving the outreach of N/A worldwide.

To start, we would maintain your current inverted triangulated structure for a hierarchy. This is called an inverted pyramid. All of the organization in the bottom of the pyramid is there to help the member (suffering addict). While it might be redundant, we will review each layer of the pyramid and give a description of this link, but one must remember who is to be served at all times (excerpts from a temporary working guide to our Service structure May, 1994)

Member – the front line, so to speak of NA service is an individual NA member. Any addict 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 NA. It is a member who carries our

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

Group – An NA group is any meeting which meets regularly at a specified place and time, providing that it follows the Twelve Steps and Twelve Traditions, and has no outside affiliation and receives no outside financial support. To facilitate communication and unity, and to better serve NA as a whole, groups should register with the World Service Office of Narcotics Anonymous. The group is the second level of our NA service structure. The primary purpose of an NA group is to carry the message to the addict who still suffers. The group is the level at which we first find some of the day-to-day business of NA 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.

A group service representative (GSR) is the first line of communication between a group and NA as a whole.

Area – The next level of service in NA is Area Services. An area is designed to provide services to individual groups with specific needs. A designated area within NA is any local area, community or town with a significant number of NA groups. An Area Service Committee (ASC) is a committee made up of representatives (GSR's) from groups within a designated area. The group selects an Area Service Representative (ASR) to represent it in the organizational structure.

Region – A designated region is a broader geographic unit made up of a significant number of areas. Normally we consider a region to be any state in the United States, or any other Country. Successful growth of any region will result in dividing into additional regions. A Regional Service Representative (RSR) will represent the region in the World Service Organization.

Summary – The current structure in the field properly supports the needs and wants of the member, under which the NA organization was formed. The World Services Structure works in carrying the NA message to the fellowship. How World Services

Office carries out their support to the world service structure is not clear to the fellowship and the rest of the World Services Structure. They do not trust World Services Office, need more help from them, and do not understand what World Services Office does for them. No other structural impediments were observed.

Therefore, this report will focus on the organizational problems at the World Services Structure level which, due to lack of proper discipline and focus, has limited itself in its ability to help the NA cause.

We should outline that World Services Office is here to serve two levels of the fellowship.

1. NA Member -- The addict in recovery.
2. Group Service Representative -- The first layer and the beginning of the organizational hierarchy.

IV. A Statement of Identified Problems

"One of the truly remarkable things about groups is that they can make $2 + 2 = 5$; of course, they also have the capability of making $2 + 2 = 3$." (Stephen P. Robbins)

1. Committees

A Description of Each Identified Problem

Committee's do serve a purpose, at the group, area, and regional levels. They are imperative. They ensure that the views, issues, and concerns of a wide spectrum of members are represented down the hierarchy triangle to the World Services Structure. However, to conduct what seems to be an infinite number of committees and sub-committee meetings, detracts from the main objective of each department within the organization.

"Committees are notorious for getting lost in their own dust as they stumble down the road of uncertain destiny." (Author Unknown)

A Rationale for the Determination of Each Problem

Committees are not a substitute for leadership and decision making. With the limited human and financial resources of World Services Office, the committee's have created inefficient redundancies that create a sense of lack of accomplishment, focus leading frustration and confusion in the organization; thus, as an example, there are literature task forces in a number of committees.

A Statement of Suggestions for Corrective Action

Our group believes that the confusion in the World Services Office organization has resulted in frustrated employees, missed targets and objectives, inability to complete tasks and not being able to reach a greater number of still-suffering addicts.

Recommendations:

Reorganize the World Services Structure (see attached chart) to focus on specific mission critical tasks, allowing for committees to operate under the facilitation of manager of communications or human resources or operation, thereby giving the committee a specific task to accomplish under one agenda not multiple ones. Reduce committee's by 50% and focus on less tasks to be accomplished, however complete the tasks that were started. We recognize the need for members to have a service function at this level, and efficiency should be tempered with that factor.

Quotations Re: Group Process

In the basic text, Narcotics Anonymous, on page xvi it states in the preface:

"We are not a religious organization. Our program is a set of spiritual principles through which we are recovering from a seemingly helpless state of mind and body. Throughout the compiling of this book we prayed:

"God, grant us the knowledge that we may write according to Your Divine precepts. Instill in us a sense of Your Purpose. Make us servants of Your Will and grant us the bond of selflessness that this may truly be Your work, not ours – in order that no addict, anywhere, need die from horrors of addiction.

"Everything that occurs in the course of NA service must be motivated by the desire to more successfully carry the message of recovery to the addicts who still suffer. It was for this reason that we began this work. We must always remember that, as individual members, groups and service committees, we 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."

In the book, *It Works, How and Why*, the concept of structural simplicity is beautifully written.

"Prudence is one of the guiding principles behind the Ninth Tradition relationship between the groups and the boards and committees that serve them. Groups are responsible to consider their needs carefully, planning prudently before they create boards and committees. There is nothing that will complicate

the simplicity of NA, as such, more than a needlessly elaborate array of committees, boards, and subcommittees..... Those boards and committees are not called upon to govern Narcotics Anonymous; they are called, rather to faithfully execute the trust given them by the groups they serve. With a minimum of organization, our service boards and committees perform tasks on behalf of the groups, helping the groups to remain free to do what they do best, simply and directly. Our fidelity to the Ninth Tradition assures that the simple, spontaneous atmosphere of recovery shared on the addict to another in the NA group is never organized, legislated, or regulated out of existence."

Consideration should be given to the concepts as stated in the NA publications above as a base line to begin reorganization of committees and boards.

2. Unclear Leadership at the Top

A Description of Each Identified Problem

The concept of two executive directors is an unusual one. However there are no organizations of this size, which we can identify, that currently function in this manner. As a result, the tremendous amount of effort that individuals put forth go unfulfilled, because there is no one that makes a decision based on the inputs received.

A Rational for the Determination of Each Problem

In all organizations there is only one person that the Board puts in charge. That individual is responsible to provide the leadership necessary to implement the organizations mission and set the necessary steps in place for it's successful execution. The leader must select a competent team (which could include two deputies) to ensure that the vision of the board of directors is carried out, a plan of action is put in place and obstacles are identified and resolved.

A Statement of Suggestions for Corrective Actions

Select one executive director to lead the organization. The new board will have the responsibility of interviewing and selecting the new Executive director.

3. No Mission Statement for World Service Office to Provide Corporate Focus

A Description of Each Identified Problem

A mission statement is a daily reminder of why a group of people get together. It could simply say: "World Service Office is an organization dedicated to support the fellowship and the groups, and help manage NA resources to provide the fellowship with needed products and services."

A Rational for the Determination of Each Problem

World Service Office is basically a support organization. While the vision of NA is clear to all, the mission of World Service Office is not clearly understood. The fellowship has a hard time relating to World Service Office as a provider of needed products and services. They do not understand what World Service Office does for them. This problem points toward a lack of leadership in the organization, its inability to focus on the mission, and what kind of value added it directly brings to the NA fellowship.

A Statement of Suggestions for Corrective Actions

Develop a mission statement for World Services Office; make sure that everyone throughout the rank and file clear understands what World Services Office stands for and what it can do for them; make certain World Service Office can execute (live up to) this commitment to the fellowship by having leadership and an organizational structure committed to supporting the primary mission function.

4. Lack of clear objectives for organization or non-execution of stated objectives. No clear objectives for the organization in terms of helping the two main segments which NA was founded on.

A Description of Each Identified Problem

Lack of Clear Objectives for the World Service Structure or not executing Stated Objectives.

This is really a sub-set of the lack of leadership issue which manifests itself in the organization not having clear objectives or goals. When objectives are clearly defined, they are typically left incomplete due to the fact that individuals are "volunteered" into other committees.

A Rational for the Determination of Each Problem

Lack of Clear Objectives for Organization or None Execution of Stated Objectives.

The only two organizations that World Service Office is to serve are the members and the groups. Due to a lack of leadership, more and more committees are created to address an increasing number of issues. As committees, they can only recommend; they do not have the authority to execute.

Clarify the specific functions that committees and World Service Office staff perform in their contribution to NA. Clearly establish mission statements for each committee, their goals and objectives, and ways to measure their success (metric) when they accomplish their mission. Clearly establish a team leader and team member with clearly-defined responsibilities. Provide the resources (training, people, dollars) to execute the mission. Be sure each member is made to understand each aspect of the committee before they serve.

5. **There doesn't seem to be any stringent requirements for the full time employees. There are too many side activities for individuals; focus is constantly being diverted to participate in activities within committees in which they might not have any experience or training.**

A Description of Each Identified Problem

No competency requirement for the full-time employees.

Most of NA is run by volunteers. However, individuals that are full time and reside in World Service Office must bring a set of skills focused to do their job, or World Service Office must provide the necessary training. Volunteers should also be selected on the basis of the skills they can bring to the organization.

A Rational for the Determination of Each Problem

In all organizations (for profit or not for profit) individuals must bring expertise to the company. One needs experts in publishing, human resources, information systems, operations, legal matters, marketing and finance. All are considered mission critical tasks, and the management team is responsible for hiring individuals capable of doing the job.

A Statement of Suggestions for Corrective Actions

NA World Services Office needs to establish a Human Resources Organization within their organizational structure to prepare workers' job descriptions and identify the necessary qualifications for each and every position in the organization. If personnel do not have the necessary qualifications to do the job, NA World Service Office should establish a training program to teach them the skills which are needed.

6. Lack of proper organizational structure.

A Description of Each Identified Problem

As previously stated, committees are appropriate at the World Services support structure level. However, the "Corporate Support Structure" must have the proper organizational foundation to help the most important people in the organization -- the fellowship and the groups.

Our review of internal memos found great intentioned tasks that were never completed

– examples of an organization that is confused and lacks focus. The yearly plans outline, with great intentions, tasks and goals that were not completed at the end of the year.

A Rational for the Determination of Each Problem

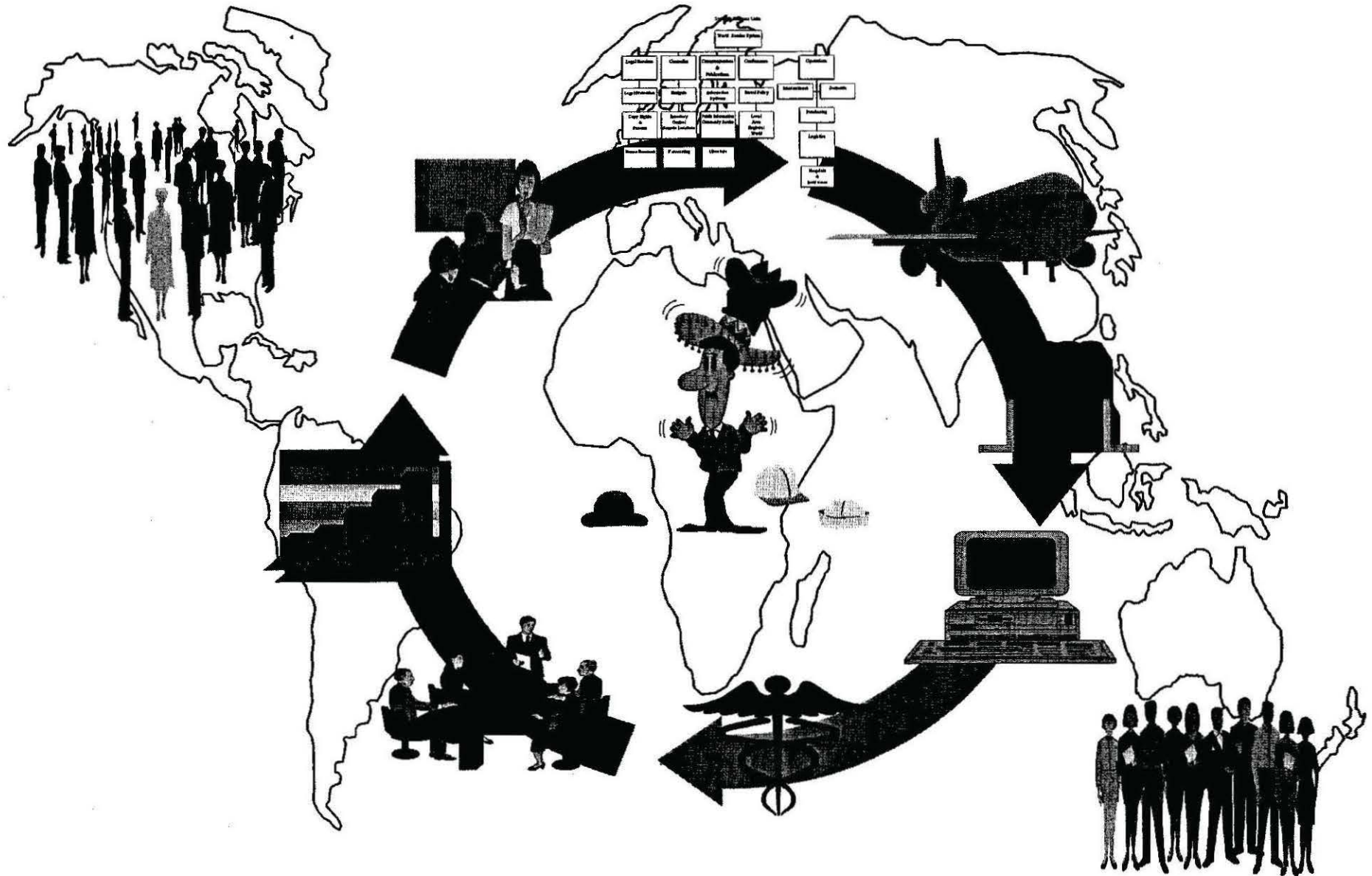
Lack of leadership and focused organizational structure have been the reasons why so many committees exist, while committees are appropriate at the group and area level, World Service Structure is the support structure under which the fellowship receives support and direction.

A Statement of Suggestion for Corrective Actions

The new board, in conjunction with the executive director, should establish a comprehensive management review of every committee's purpose and eliminate those not directly committed to supporting the primary NA mission. Overlapping responsibilities should be considered. Fill the key positions with highly focused and skilled individuals. Establish clear goals and objectives for each committee and a "sun set" requirement for when it goes out of business if its mission is not a continuing one. Establish and manage a "strategic plan" to provide organizational focus and goals.

However you wish to view yourselves, keep in mind that NA is a global organization with a noble cause. It is only appropriate that the most effective organization be established and the most competent individuals placed in position to ensure that a greater number of suffering addicts are reached with the message of hope.

Problem Sheet for WSO



Efficiency Drivers

FROM

- ◆ COMMITTEE REDUCTION
- ◆ COMMITTEE CONSOLIDATION
- ◆ MATERIALS MANAGEMENT
- ◆ SHARED SERVICES

TO

- ◆ GROWTH
 - ◆ OPERATIONAL EXCELLENCE
 - ◆ MATERIAL MANAGEMENT
- LOOKING FOR BLACK BELT EXCELLENCE

PROPOSED GOALS



◆ SUPERB LEADERSHIP

◆ VISION

◆ PERFORMANCE FOCUS

◆ SINGLE ORGANIZATION
STRUCTURE

◆ WORLD CLASS TRAINING

◆ PEOPLE SKILLS

◆ ENTREPRENEURIAL
SKILLS

↑ ABLE TO INSTITUTIONALIZE
VISION

↑ MASTERY OF BUSINESS

↑ INTEGRATE VIEW

↑ EFFECTIVE
COMMUNICATIONS



1995 MISSION

- ★ IMPROVE PROJECT MANAGEMENT OBJECTIVES
- ★ COMMIT TO OPERATIONAL EXCELLENCE AND TOTAL QUALITY
- 🕒 STANDARDIZE AND INTEGRATE
- ↩️ GROW BY SATISFYING CUSTOMERS

HUMAN RESOURCES & LEGAL SERVICES

- ◆ Job Descriptions
- ◆ Policies & Procedures
- ◆ Training & Career Guidance
- ◆ Employee Relations
- ◆ Federal & State Law Compliance
- ◆ Copy Rights & Patents

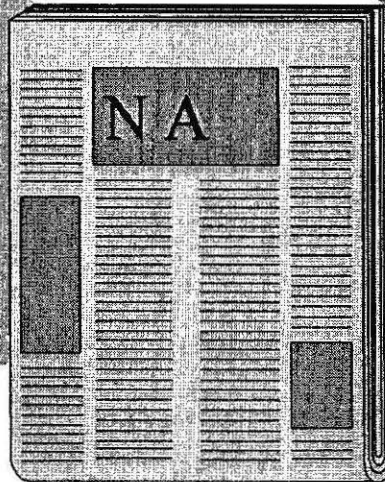


CONTROLLERS OFFICE

- ◆ Physical Inventory
- ◆ Budgets
- ◆ Forecasting
- ◆ National Accounts
- ◆ Currency Conversion
- ◆ Accounts Receivable
- ◆ Centralize Accounts Payable



COMMUNICATIONS & PUBLICATIONS



- ◆ Information Systems
– Data Bases
- ◆ Public Information
- ◆ Community Service
- ◆ Literature
- ◆ Translations

CONFERENCES



◆ Travel Policy

- Local
- Area
- Regional
- World

◆ Calendar of Events

◆ Convention Center Directory & Access

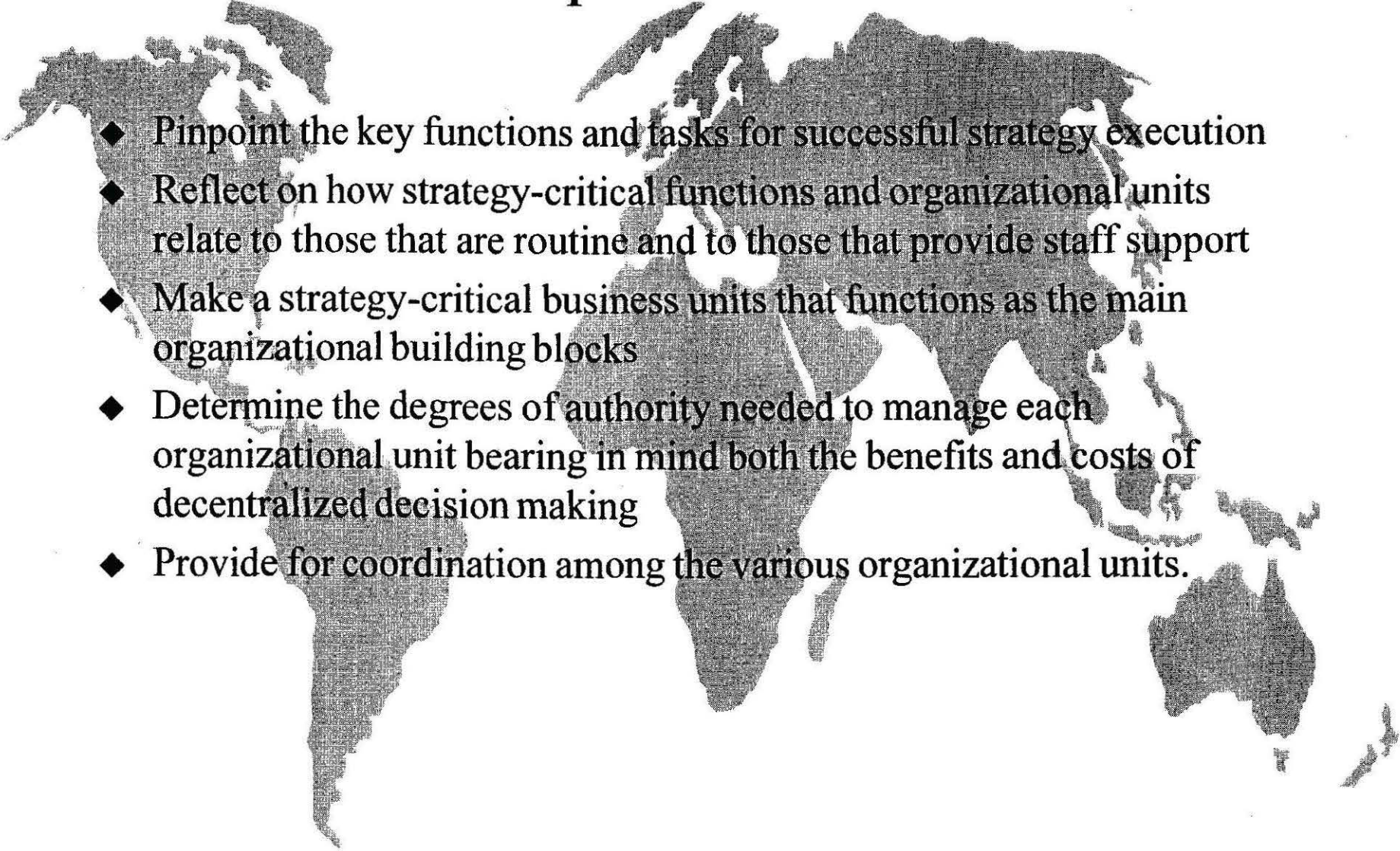
◆ Group Reservations

[illegible]

Three Types of Organizational Action Are Paramount

- ◆ Developing an organizational structure that is conducive to successful strategy execution
- ◆ Seeing that the organization has the skills, core competences, managerial talents, technical know-how, and competitive capabilities it needs
- ◆ Selecting the right people for key positions

Five Sequence Procedures

- 
- ◆ Pinpoint the key functions and tasks for successful strategy execution
 - ◆ Reflect on how strategy-critical functions and organizational units relate to those that are routine and to those that provide staff support
 - ◆ Make a strategy-critical business units that functions as the main organizational building blocks
 - ◆ Determine the degrees of authority needed to manage each organizational unit bearing in mind both the benefits and costs of decentralized decision making
 - ◆ Provide for coordination among the various organizational units.



Creating a Series of Fits

- ◆ Between strategy and organizational structure
- ◆ Between strategy and the organizational skills and competencies
- ◆ Between strategy and budget allocation
- ◆ Between strategy and internal policies, procedures, and support systems
- ◆ Between strategy and the reward systems
- ◆ Between strategy and the corporate cultures

REVERSE PYRAMID

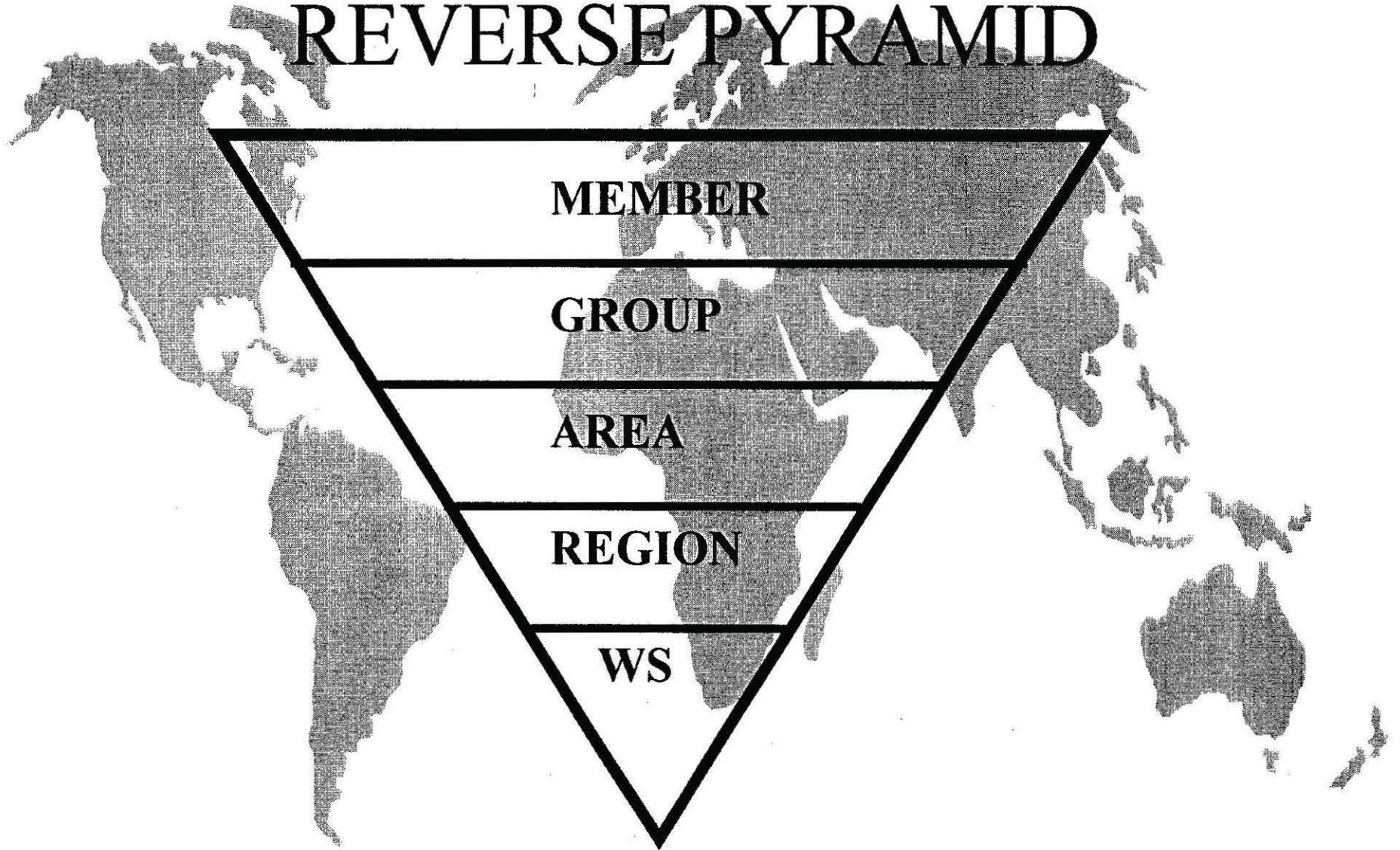
MEMBER

GROUP

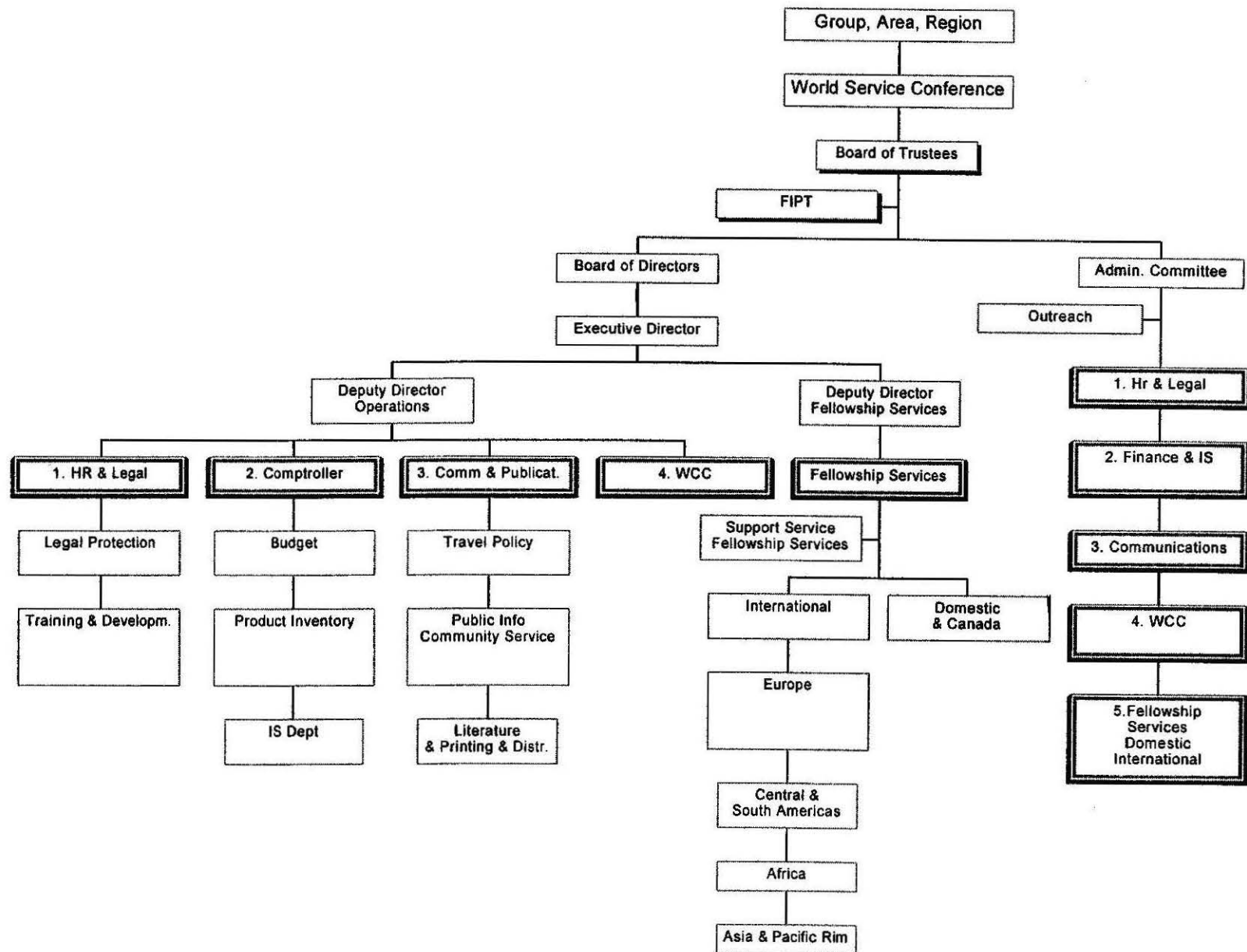
AREA

REGION

WS



Narcotics Anonymous



APPENDIX A

GROUP PERFORMANCE AND PRODUCTIVITY ¹

No Magic In Groups

Much of the success of any organization depends on how effectively individuals work in groups. The basis of productivity is often the collective, cooperative effort of groups. If managed effectively, groups can reach levels of productivity that exceed what individuals can accomplish working by themselves.

Although groups are often highly productive, they are not automatically effective because people are together. Forming a group will not necessarily solve problems or increase output, although some people seem to attribute superior virtues to togetherness. In some organizations, the response to problems is "Let's form a group."

The "do-it-in-a-group" disease plagues many companies. Every organization is a potential victim, and the destruction of individual effort can result. "Do-it-in-a-group" is not a new disease. Organizations in all fields and of all sizes are constantly forming new groups. Anyone who refuses to affiliate with all the appropriate groups can become an object of curiosity, if not suspicion.

Groups Have Psychological Value

What is the basic cause of "do-it-in-a-group"? Can it be stamped out or controlled? It should not be destroyed, because in some cases the pool of intelligence—or ignorance, as the case may be—helps in the solution of problems and contributes to the understanding of the people involved. The group also has certain psychological values for the participants and especially for the leader, who can reaffirm a status position in the group. Some people may need the psychological security provided by groups. Some may also need to let people know where they stand on a variety of group-supported issues.

¹ Costley, Dan L. and Todd, Ralph. Human Relations in Organizations, 4 ed.
1991: West Publishing, St. Paul, MN

A group can serve a useful function only when it is well organized and concerned with a problem that can best be solved on the level of group interaction. A group should not deal with problems that could be better solved on an individual level. Groups cannot, and should not, take the place of individual initiative.

Analyzing Group Productivity

Organizations that are group conscious and suffer from “do-it-in-a-group” should ask the following questions.

1. Are the groups composed of people who are willing to do nothing individually but as a group can meet and decide that nothing can be done?
2. Are the groups popular because the individuals are afraid to go out on a limb?
3. Do the groups engage in transferring problems from one graveyard to another?
4. Are the groups storehouses of knowledge because the individuals bring so much knowledge in and take so little out?
5. Are the groups considered useful in proportion to the time they consume in meeting rather than in producing?

Groups and Individual Productivity

There are great differences among groups as well as among individuals in groups. The productivity of a given group is often hard to predict because of these differences. Under certain conditions, one group may be successful while another may fail. Making accurate generalizations about group productivity is difficult.

Groups have the potential to destroy individual responsibility and creativity and at the same time increase individual initiative and productivity. Many researchers have compared the productivity of individuals working alone with the productivity of individuals working together in a group. When research on group versus individual productivity is analyzed, one cannot conclude that groups are superior to individuals

working alone. The productivity of a group is only potentially greater than the productivity of individuals working alone. To achieve its potential a group must use its resources effectively and motivate members to achieve group goals. Furthermore, the influence of members on each other in decision making should result in better decisions.

1. Groups have potentially greater resources. A group is not necessarily more productive than individuals working alone. There are no group characteristics that, in and of themselves, make the group productive. Group situations can result in low levels of productivity. A group has potentially greater resources than individuals operating alone for two basic reasons:
 - a. In groups, division of labor is possible. Effective division of labor involves individuals doing jobs they are best prepared to do. Individuals can specialize, each performing the job which he or she has the highest aptitude and training.
 - b. In group situations, **duplication of effort** is also possible. If part of the group is not meeting required schedules, employees can help each other. If a production line slows down, one way to speed it up is to move additional people from another production line. The basic concept of duplication of effort is that when something catches fire, everybody goes to put out the fire. In a group, people can be shifted to the area where they are the most needed. However, duplication of effort can become an excuse for not solving basic problems in an organization. It is possible to keep shifting people rather than deal with the basic problems. Duplication of effort often turns into wasted effort when too many people are assigned to a job.

Task Factors Affecting Productivity

Individual responses to task accomplishment depend on the *motivation* to do the task, the *ability* to perform the task, and the *support* received. Obstacles or problems that create difficulties for individuals in trying to accomplish tasks can be grouped into three areas:

1. Lack of task structure, including vague objectives -- Although having unstructured groups with virtually unlimited freedom in performing tasks may appear desirable, the resulting productivity is usually low. Without specific objectives, group members have only a vague idea of what accomplishments are expected.

2. Lack of adequate resources (either physical or human) to support task accomplishment – Physical resources include space, equipment, and supplies. Human resources include the people directly involved in performing the tasks to achieve objectives and the support personnel. When the level of support is reduced, one effect may be to reduce the level of individual motivation. Where the quality of support resources is low, the message communicated to group members may be that the task performance expectations is for low-quality work.
3. Lack of skill or training to accomplish the task – The prerequisite for motivating employees is that they have the ability to accomplish an assigned task. If an employee lacks the skill and training to perform an assignment adequately, he or she cannot be motivated. Individuals are often placed in jobs without adequate evaluation of their ability to perform the required tasks. The usual assumption -- often incorrect -- is that they will be trained once they get on the job. An evaluation of a individual's ability to perform the tasks required in a position should always be made.

“Groupthink”

High group cohesiveness can work to a group's disadvantage. Agreement can be overemphasized to maintain the group's attractiveness. When the group avoids disagreements, the result can be poor decisions because no critical evaluation of ideas and actions is done.

Symptoms of Groupthink

Eight characteristics of a group's behavior indicate that groupthink may be occurring:

1. The group believes it is beyond criticism or invulnerable.
2. The group refuses to accept unpleasant or contradictory data.
3. The group believes it is above criticism from outsiders.
4. The group sees opposition as weak, evil, or stupid.
5. The group refuses to tolerate members who suggest it may be wrong.
6. The group members do not express their concerns about group actions.
7. The group assumes that consensus exists without checking with members.
8. The group protects itself from disturbing ideas from outside.

Actions to Avoid Groupthink

Groupthink can result in poor decisions because of inaccurate information, failure to consider alternatives, and failure to examine risks. To avoid the negative consequences of groupthink, group members should be encouraged to critically evaluate ideas and courses of action. The following actions can be used by a group to improve decisions and avoid groupthink:

- Discuss issues and courses of action with outsiders.
- Have a group member plan devil's advocate at each meeting.
- Get the reaction of outside experts to group decisions.
- Use subgroups to work on the same problem to get different views.
- To get input, the leader should avoid taking a position during discussion.
- After agreement is reached, have a meeting to test consensus on issues.

Four Errors to Avoid in Group Problem Solving

1. Avoid going from one idea to another in a frantic search for quick solutions. A poor solution may be adopted to relieve anxiety. The group should work through an idea by identifying advantages and disadvantages.
2. Avoid staying with the first solution that is proposed without critical evaluation. Group members should focus on identifying and evaluating alternatives.
3. Avoid pressuring people to quickly adopt a newly proposed idea. The group should not discard possible solutions without examining the strengths and weaknesses of the solution.
4. Avoid giving up on a problem because a solution can't be quickly determined. The group should schedule time to work on the problem.

The text continues to explain group performance and productivity in detail.

APPENDIX B

Einstein's Teamwork Secret ²

"The physicist David Bohm, while researching the lives of Albert Einstein, noticed that their great breakthroughs seemed to take place through simple, open, and honest communication.

"Bohm observed, for instance, that Einstein and his colleagues spent years corresponding and brainstorming with one another. They exchanged ideas that later became the foundations of modern physics. They managed to do this without trying to change each others' minds and without bitter arguments. They established an extraordinary professional fellowship.

"In contrast, wasted their careers bickering over petty nuances of opinion and promoting their own ideas at the expense of others. They mistrusted their colleagues, covered up weaknesses, and were reluctant to share their work.

"Why were Einstein and his associates able to collaborate so effectively? How did they avoid the mistrust and suspicion that characterizes many attempts at collaboration? Why were they able to share their work openly and honestly while their contemporaries did not?

"They used a set of ancient Greek principles of intragroup communication that dates to the time of Socrates. As Socrates and his cohorts brainstormed and debated various issues, hot tempers emerged but discussions rarely got out of hand. Participants were bound by seven principles of discussion

"He called these principles *koinonia*, which means 'spirit of fellowship.' They are:

1. establish dialogue,
2. exchange ideas,
3. don't argue,
4. don't interrupt,

² Michaiko, Michael. TRAINING, December 1993. Pp. 60-61.

5. listen carefully,
6. clarify your thinking, and
7. be honest.

“Here are some guidelines for establishing *koinonia* in a working group:

--“*Hold practice sessions.* Meet at the same time every week tell people to talk about whatever they want to talk about. There may not be any noticeable results the first few sessions Hold firm. Explain that the purpose of the sessions is simply to build teamwork.

--“Establish a dialogue. In Greek, the word dialogue means a ‘talking through.’ Socrates believed that the key to establishing dialogue is to exchange ideas without trying to change the other person’s mind. This is not the same as ‘discussion,’ which from the Latin root, meant to ‘dash to pieces.’ In many groups The purpose of discussion often is to ‘dash’ the other person’s ideas in order to promote your own.

“The basic rules of dialogue are ‘don’t argue,’ ‘don’t interrupt,’ and ‘listen carefully.’ Participants should focus entirely upon whoever is speaking.

-- “*Clarify your thinking.* To do this, you first must suspend all untested assumptions. Check your assumptions about everything and try to maintain an unbiased view.

-- “*Be honest.* Say what you think, even if your thoughts are controversial. Once people believe they know what you really think, they’ll usually be more comfortable and open around you.

“Follow these guidelines diligently, and *koinonia* will follow sooner or later.
 . . When a spirit of *koinonia* prevails, people are less likely to withhold information. The group’s communication is enhanced and ideas flow more freely.”



CONSULTANT'S REPORT

FINANCIAL

Financial Summary

Na shows a good control over its financial and accounting systems, judging from the literature and available reports shown in the annual reports. The financial analysis is based only on the data provided. NA has responded in a timely fashion when requests for further information have been submitted. However, information provided has not been in a desired format to do some extensive cost analysis, and may be outside of the current scope of the project.

The available income statements and balance sheets have revealed that NA is not only solvent, but carries some profit. Ratio comparisons, where possible, have been included to “gauge” performance to another 12-step organization namely, Alcoholics Anonymous. NA seems to outperform AA in the majority of categories, showing that continual control of its expenses has not been unrewarded. This does not mean that there is no further room for improvement.

So far, the problem identification process is primarily restricted to a macro economic view. We see a major concern for a more pro-active cash flow control and cash requirements reporting that in turn requires a major effort for all of NA's components to coordinate spending through global project prioritization, management, analysis and projection. It furthers requires the NA to do some serious streamlining of its committees per the recommendations set forth in the organizational review.

Although NA, in its 12 traditions is directed to primarily concern itself with the “internal” environment and its primary mission, it is critical to view the “external” environment and its possible impacts in order to strategically plan for growth in membership and have the necessary resources already available. This is, undoubtedly, a difficult process and a concerted effort has already been revealed through the available literature. However, through economies of scale and already perceived issues, NA can react and continue to provide for its growth effectively.

Identified Problem

Cash flow requirements

Description of the Identified Problem

Cash flow requirements do not include any items required by WCC and other projects.

Rationale for Identification of Problem

We are aware of the current automated systems that NA is utilizing for its accounting purposes. Cash flow requirements not only based on expected payments for inventory and expenses, but also need to included expected and anticipated expenses related to all the budgeted projects approved and appointed by the World Conference.

Statement of Suggestions for Corrective Action

This may include further investment in assets to enhance the accounting systems. A major portion of the changes will include coordination among all of NA's project components. This will affect the organization worldwide.

Identified Problem

Project Management as it related to cash flow requirements and prioritization.

Description of Identified Problem

Project management, especially management of available resources, must include communication to the cash flow requirement process.

A Rationale for the Determination of Each Problem

NA, in its financials, does account for its cash in the various accounts. NA also has a annual world wide budget. However, no details are provided as to when the cash is required in order to meet NA's project obligations.

A Statement of Suggestions for Corrective Action

Implement a Centralized project management control. Automate project management tools and give to the committee level, if necessary. Project resources, whether human or financial, need to be coordinated on the WSO level.

When visibility of resources management is assemble for the Board, potential conflicts can be averted by putting the project in priority arrangement. Priority must be established by the existing democratic process. It is advised that the World Service Conference determine the criteria by which to prioritize these project and to let the Board apply these criteria to prioritize these same projects, when there are financial and human resource constraints. This will speed up the decision making process and enhance productivity for the overall organization.

Suggested Criteria for Prioritization:

- How much benefit will this project provide the suffering addict, group, or group coordinator?
- Will this project provide benefits or support to the suffering addict in a more timely fashion?
- Will this project protect NA from exposure (legal issues, Intellectual rights)?

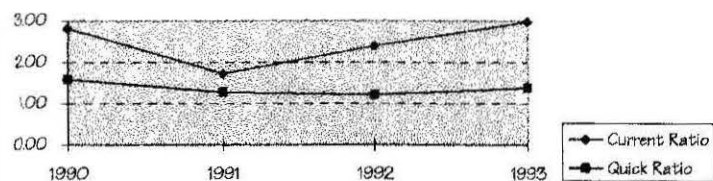
Computer systems will have to add the ability to track expenses by project, to give an up-to-date report on budget vs. actual expenditures. International locations will have to be trained in some of the basic GAAP, especially when expansion furthers into the eastern block nations.

Project tracking should also provide visibility of bottlenecks, duplication of effort, over-allocation of limited resources and all in all, a more streamlined direction.

Ratio Analysis - WSO

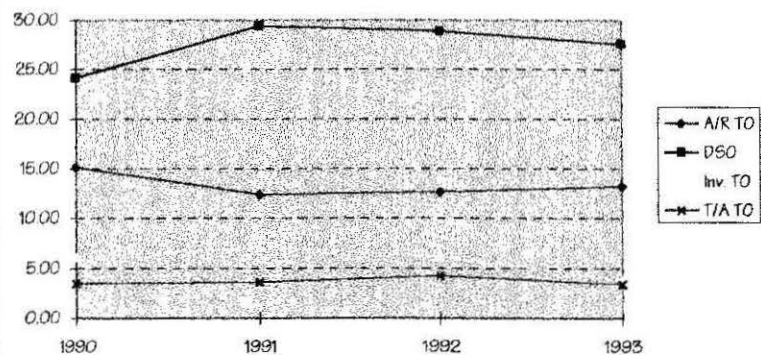
		1990	1991	1992	1993
Current Ratio	Current Ratio	2.81	1.74	2.39	2.99
Quick Ratio	Quick Ratio	1.59	1.28	1.22	1.39

Current & Quick Ratios



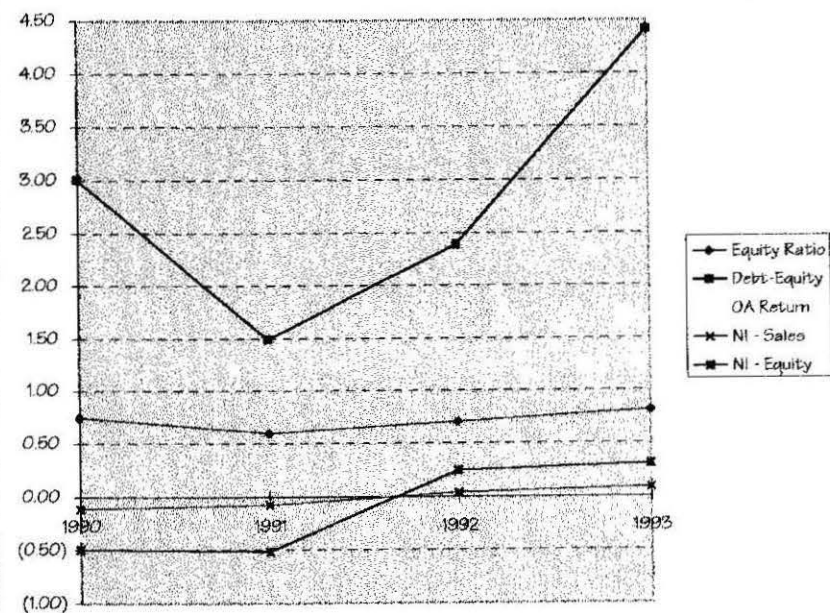
		1990	1991	1992	1993
A/R Turnover	A/R TO	15.13	12.41	12.63	13.24
DSO	DSO	24.13	29.41	28.89	27.67
Inventory Turnover	Inv. TO	6.18	7.17	6.24	3.92
Total Assets Turnover	T/A TO	3.51	3.64	4.31	3.44

Turnover Ratios



		1990	1991	1992	1993
Equity Ratio	Equity Ratio	0.75	0.60	0.70	0.82
Debt to Equity	Debt-Equity	3.01	1.49	2.39	4.41
Rate of Return on	OA Return	(0.38)	(0.31)	0.16	0.27
Net Income to Sales	NI - Sales	(0.11)	(0.08)	0.04	0.09
Net Income to Equity	NI - Equity	(0.49)	(0.61)	0.24	0.31

Equity & Sales Ratios



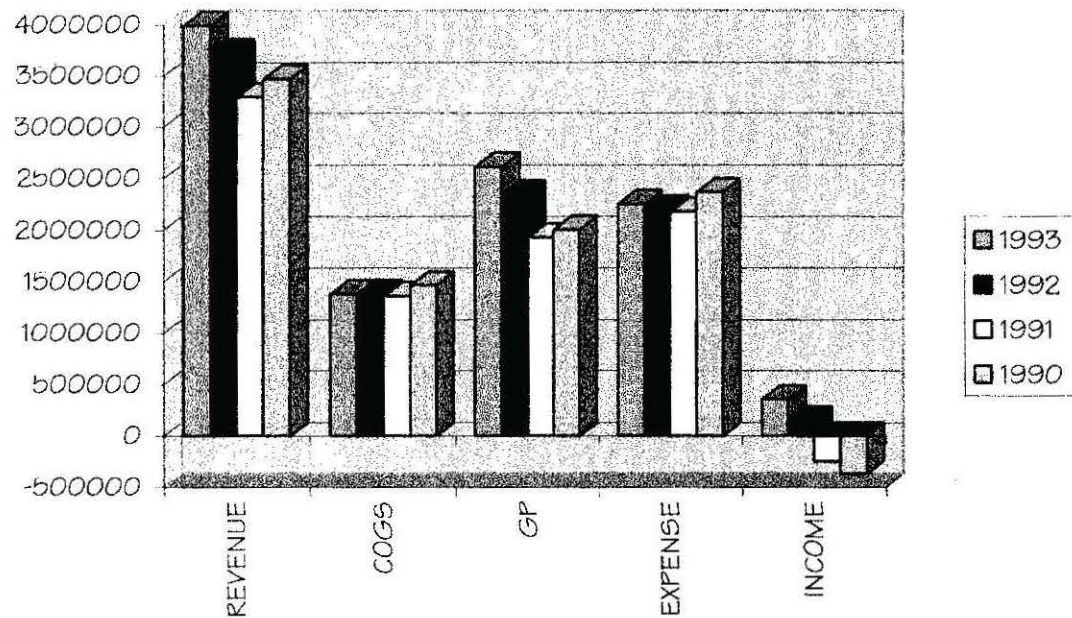
WCC Balance Sheet							
Assets	12/31/93		12/31/92		12/31/91		12/31/90
Current Assets							
WCC GENERAL ACCOUNT	35,008.48		50,296.00		31,281.00		13,044.00
WCC AUXILIARY ACCOUNT	82,452.20						
WCNA -23	1,072.73						
WCNA-24 HOST COMMITTEE	12,853.07						
ACCOUNTS RECEIVABLE	4,558.08		3,413.00		6,436.00		8,616.00
PREPAID WSO LABOR CONTRIBUTION	40,000.00		5,918.00				
INVENTORY	600.00				44,458.00		56,521.00
TOTAL CURRENT ASSETS		176,544.56		59,627.00		82,175.00	78,181.00
FIXED ASSETS							
COMPUTER EQUIPMENT	4,849.59						
OFFICE EQUIPMENT	20,023.26		20,024.00		20,023.00		20,023.00
LESS: ACCUM. DEPRECIATION	(12,344.67)		(12,345.00)		(9,367.00)		(6,389.00)
TOTAL FIXED ASSETS		12,528.18		7,679.00		10,656.00	13,634.00
TOTAL ASSETS		189,072.74		67,306.00		92,831.00	91,815.00
LIABILITIES AND EQUITY							
LIABILITIES							
ACCOUNTS PAYABLE	7,012.94		24,918.00		55,035.00		18,681.00
ACCRUED EXPENSES			655.00		425.00		147.00
TOTAL LIABILITIES		7,012.94		25,573.00		55,460.00	18,828.00
TOTAL LIABILITIES		7,012.94		25,573.00		55,460.00	18,828.00
EQUITY							
RETAINED EARNINGS - PRIOR	41,732.72						
RETAINED EARNINGS - CURRENT YEAR	140,327.08						
FUND BALANCE (Unrestricted)			41,733.00		37,371.00		72,987.00
TOTAL EQUITY		182,059.80		41,733.00		37,371.00	72,987.00
TOTAL LIABILITIES & EQUITY		189,072.74		67,306.00		92,831.00	91,815.00

	RATIOS - AA - 12/31/94		RATIOS	RATIOS
			A.A. - '94	N.A. - '93
Current Ratio	Current Assets	4359880	2.21	2.99
	Current Liabilities	1973850		
Quick Ratio	Cash + Net A/R	3146970	1.59	1.39
	Current Liabilities	1973850		
A/R Turnover	Net Sales	9090190	4.14	13.24
	Avg. Net A/R	2193665		
DSO	# of days in Year	365	88.1	27.57
	A/R Turnover	4.14384		
Inventory Turnover	COGS	4695900	4.35	3.92
	Avg. Inventory	1078740		
Total Assets Turnover	Net Sales	9090190	2.42	3.44
	Avg. Total Assets	3763800		
Net Income To Sales	Net Income	605890	7%	9%
	Net Sales	9090190		

WSO - PERFORMANCE

	1993	1992	1991	1990
REVENUE	3997128	3732367	3293092	3472736
COGS	1382970	1381831	1364311	1467460
GP	2614158	2350536	1928781	2005276
EXPENSE	2254342	2196184	2179611	2369430
INCOME	359816	154352	-250830	-364154

WSO - 1990-1993



WCC Income Statement				
INCOME	1993	1992	1991	1990
Rebates	111.00			
Registration Refunds	83.70			260.00
Registration Supplies	14,335.83			
Translations	4,854.47			
Shipping	2,838.25			
Convention Shuttles	9,272.00			22,490.00
TOTAL OPER. COSTS	364,601.34	285,571.00	10,894.00	337,206.00
GROSS PROFIT	212,603.33	47,079.00	76.00	47,305.00
GENERAL & ADMINISTRATIVE				
Bad Debt	1,382.94			1,703.00
Bank Service Chgs.	4,684.60		109.00	2,508.00
Computer Supplies	235.95			
Conversion	51.98			
Depreciation			2,978.00	2,624.00
Dues and Fees	190.75		400.00	400.00
Legal			1,050.00	700.00
Insurance	100.00			
Maintenance/Repairs			230.00	3,539.00
Miscellaneous	188.61			
Office Expense	4,895.47		175.00	5,598.00
Postage and Shipping	8,486.06		1,566.00	6,713.00
Rent	699.53		2,095.00	8,412.00
Taxes	(437.30)			6.00
Telephone	5,715.84		1,634.00	3,886.00
Travel	44,856.96	43,217.00	20,264.00	71,813.00
TOTAL G & A	71,051.39	43,217.00	30,501.00	107,902.00
Income (Other)				
Misc. Income	52.00			
Interest		(172.00)		
Other		(324.00)		
Contract Labor	1,172.86			
TOTAL OTHER INCOME	1,224.86	(496.00)	0.00	0.00
TOTAL G & A	72,276.25	42,721.00	30,501.00	107,902.00
NET INCOME	140,327.08	4,358.00	(30,425.00)	(60,597.00)

WCC Income Statement				
INCOME	1993	1992	1991	1990
Taste of Recovery	72,112.71			
Banquet				26,875.00
Breakfast				11,670.00
Bus Pass				9,915.00
Bar-B-Que				15,030.00
Boat Party	16,107.00			6,331.00
Oldies Show				10,380.00
Live Entertainment	46,145.00			
Comedy Show	20,241.00			
Discounts			(2,801.00)	
Entertainment Events (General)		67,781.00		
General Registration	68,957.94	112,128.00		46,050.00
Merchandizing	170,529.42	134,548.00		148,096.00
Miscellaneous	(38.00)		(234.00)	3,043.00
Newcomer Fund	4,551.41			2,315.00
Pre-registration	102,065.80			38,325.00
Shipping	(442.46)		494.00	293.00
Jewelry	31,002.41		1,316.00	10,666.00
Post Convention Sales	4,712.89		12,195.00	12,527.00
Pre-Convention Sales				2,092.00
Tape Sales	41,380.92			30,938.00
Literature	(121.37)			9,965.00
Other		18,193.00		
Total Income	577,204.67	332,650.00	10,970.00	384,511.00
OPERATIONAL COSTS				
Contract Labor	2,119.00			3,279.00
Merchandise	97,096.43	119,555.00	10,894.00	140,924.00
Miscell. Entertainment	7,246.57			19,403.00
Boat Party	12,915.50			
Blues Show	25,553.00			
Carnival	4,010.00			
Comedy Show	5,850.00			
Taste of Recovery	56,267.08			
Entertainm. Event Costs		58,915.00		
Equipment Rental	26,861.47			17,936.00
Expendable Supplies	2,380.64			24,183.00
Fees				304.00
Facilities	23,262.12	26,762.00		23,400.00
Food & Beverage	368.05			58,156.00
Inventory 1/1/90-1/31/90				(23,631.00)
Jewelry Purchases	21,775.00			19,563.00
Literature				9,965.00
Taping	29,538.53			
Operating Expenses		16,632.00		
Other Convention Costs		63,707.00		
Printing	17,862.70			20,974.00

Balance Sheet AA					
		31-Dec-94		12/31/93	
		Service Office	A.A. Grapevine	Service Office	A.A. Grapevine
ASSETS					
Cash		\$ 2,997,920	\$ 100,870	\$ 1,389,410	\$ 249,540
Accounts Receivable		149,050	116,290	227,220	103,060
Investment w/ General					
Srvce Brd-AA reserve Fund			1,193,710		1,140,460
Inventories					
Books, pamphlets, etc.		1,014,810	151,320	1,142,670	157,500
Paper, Pre-publication costs		60,960	39,770	58,340	46,370
Due from Grapevine				10,180	
Prepaid expenses and deposits		137,140	34,950	339,900	72,790
TOTAL ASSETS		4,359,880	1,636,910	3,167,720	1,769,720
LIABILITIES					
Accounts and Accruals Payable		853,260	80,770	621,960	113,440
Due to Reserve Fund		400,000			
Deferred Income					
1995 Convention - net		651,490			
Orders and subscriptions		69,100	1,202,450	65,620	1,153,710
TOTAL LIABILITIES		1,973,850	1,283,220	687,580	1,267,150
NET ASSETS					
Balance, January 1		2,480,140	502,570	2,369,620	549,580
Transfer from (to) Reserve fund (net)		(700,000)	(67,250)	(600,000)	(115,000)
Net income (loss) for year		605,890	(81,630)	710,520	67,990
TOTAL NET ASSETS		2,386,030	353,690	2,480,140	502,570
NET ASSETS (LIAB.) BY FUNCTION					
A.A. World Services Inc.		\$ 3,835,550		\$ 2,423,130	
A.A. General Service Board (Gen. Fund)		(1,449,520)		57,010	
NET ASSETS - OPERATING FUNDS		2,386,030		2,480,140	

SUMMARY INCOME STATEMENT		1994 Actual			1993 Actual
		Publishing	Services	Total	Total
Gross Sales		9,637,200		9,637,200	9,720,490
Less: Discounts allowed		(547,010)		(547,010)	(405,720)
NET SALES		9,090,190		9,090,190	9,314,770
COST OF GOODS SOLD					
Purchases		(2,974,250)		(2,974,250)	(2,999,010)
Royalties		(885,110)		(885,110)	(956,500)
GROSS MARGIN		5,230,830		5,230,830	5,359,260
Direct Shipping and warehousing		(836,540)		(836,540)	(834,400)
GROSS PROFIT		4,394,290		4,394,290	4,524,860
Gross Profit Pct.		48%		48%	49%
Contributions Received			3,855,450	3,855,450	3,808,670
Interest Income		5,910	2,680	8,590	7,730
TOTAL REVENUES		4,400,200	3,858,130	8,258,330	8,341,260
OPERATING EXPENSES					
Salaries		1,253,160	2,410,270	3,663,430	3,613,620
Payroll taxes		97,720	188,510	286,230	290,870
Health and group insurance		201,120	400,960	3,949,660	608,010
Retirement expense		86,590	166,520	253,110	282,810
Subtotal		1,638,590	3,166,260	4,804,850	4,795,310
Other Operating Expense		649,190	2,198,400	2,847,590	2,835,430
TOTAL OPERATING EXPENSE		2,287,780	5,364,660	7,652,440	7,630,740
NET INCOME (LOSS)		2,112,420	(1,506,530)	605,890	710,520

APPENDIX A

Financial Ratios ³

The following is an example of the logic used in interpreting the financial ratios:

Ratio Analysis

Ratios are among the best known and most widely used tools of financial analysis. At the same time, their function is often misunderstood, and consequently their significance may easily be overrated.

A ratio expresses the mathematical relationship between two quantities. The ratio of 200 to 100 is expressed as 2 : 1, or as 2. The computation of a ratio involves a simple arithmetical operation, but its interpretation is a more complex matter. The ratio must express a relationship that has significance. Thus, there is a clear, direct, and understandable relationship between the sales price of an item and its cost. As a result, the ratio of cost of goods sold to sales is significant. On the other hand, there is no a priori or understandable relationship between freight costs incurred and the marketable securities held by an enterprise; hence, a ratio of one to the other has no significance.

Ratios are tools of analysis that provide clues and symptoms of underlying conditions. Ratios properly interpreted can also identify areas requiring further investigation and inquiry. The analysis of a ratio can disclose relationships as well as bases of comparison that reveal conditions and trends that cannot be detected by an inspection of the individual components of the ratio.

Interpretation of Ratios

Ratios should always be interpreted carefully because factors affecting the numerator may correlate with those affecting the denominator. Thus, it is possible to improve the ratio of operating costs to sales by reducing costs that act to stimulate sales. If the cost

³ Engler, Calvin. Managerial Accounting. 3rd ed. Boston: Irwin, 1993.

reduction results in a loss of sales or share of market, such a seeming improvement in profitability may, in fact, have an overall detrimental effect on the future prospects of the enterprise and must be interpreted accordingly. Also, many ratios have important variables in common with other ratios, so they can vary and be influenced by the same factors. Consequently, there is no need to use all available ratios to diagnose a given condition.

Ratios like most other relationships in financial analysis, are not significant in themselves and can be interpreted only by comparison with (1) past ratios of the same enterprise, or (2) some predetermined standard, or (3) ratios of other companies in the industry. The range of a ratio over time is also significant, as is the trend of a given ratio over time.

Illustration of Ratio Computations

Many ratios can be developed from the items included in an enterprise's financial statements. Some ratios have general application in financial analysis, and others have specific uses, in certain circumstances or in specific industries. Discussed below are some of the more significant ratios that can be applied generally to business situations. They are grouped by major objectives of financial analysis.

Short-Term Liquidity

The short-term liquidity of an enterprise is measured by the degree to which it can meet its short-term obligations. Liquidity implies the ready ability to convert assets into cash or to obtain cash. The short term is conventionally viewed as a time span up to a year, although it is sometimes also identified with the normal operating cycle of a business (that is the time span that is the buying-producing-selling- and collecting cycle of an enterprise).

The importance of short-term liquidity can best be measured by examining the repercussions that stem from a lack of ability to meet short-term obligations.

A lack of liquidity may mean the enterprise cannot take advantage of favorable

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The importance of short-term liquidity can best be measured by examining the repercussions that stem from a lack of ability to meet short-term obligations.

A lack of liquidity may mean the enterprise cannot take advantage of favorable discounts and profitable business opportunities as they arise. At this stage, a lack of liquidity implies a lack of freedom of choice as well as constraints on management's freedom of movement.

A more serious lack of liquidity means the enterprise is unable to pay its current debts and obligations. This can cause the forced sale of long-term investments and assets and, in its most severe form, insolvency and bankruptcy.

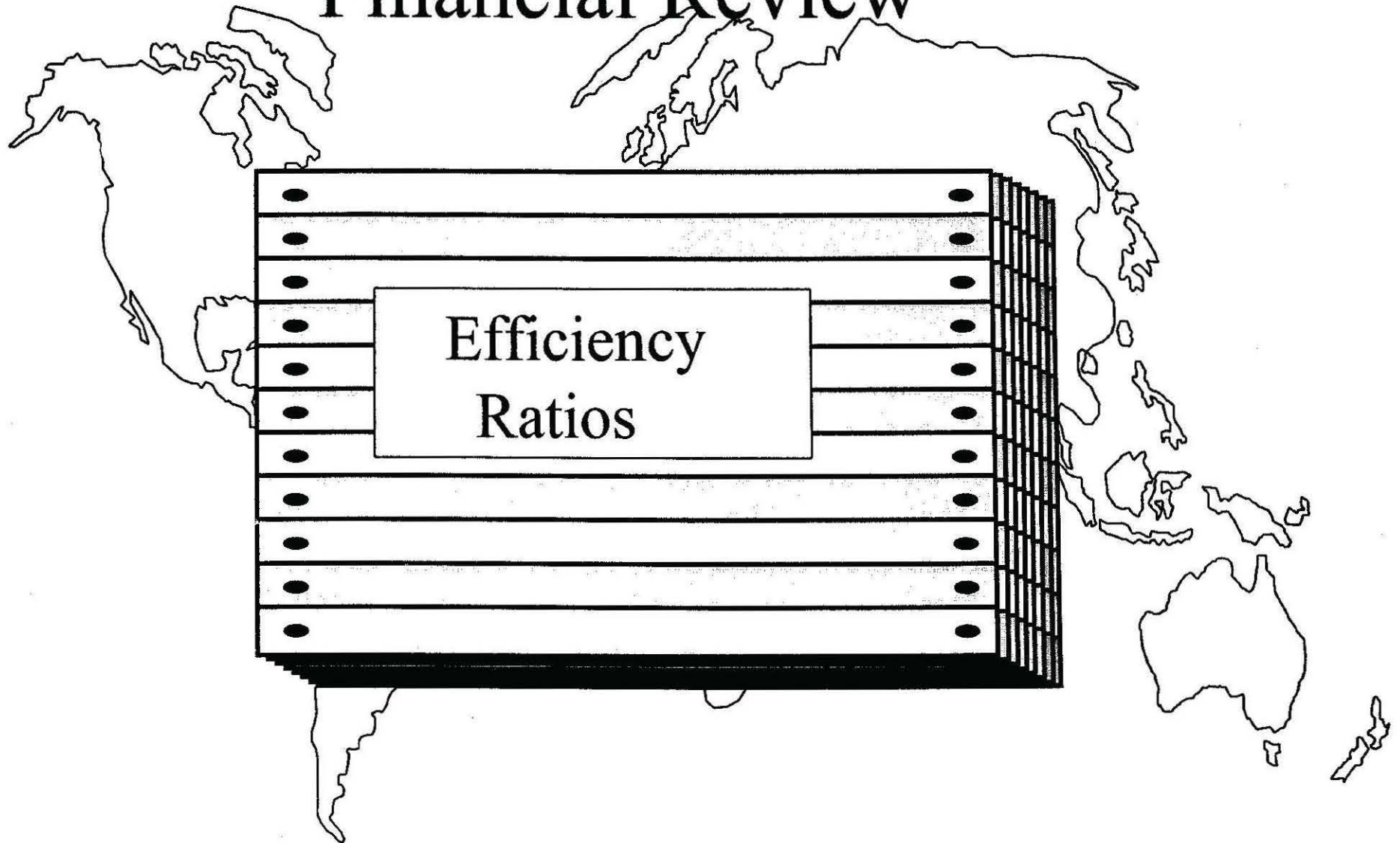
One of the most widely used measures of liquidity is working capital. In addition to its importance as a pool of liquid assets that provides a safety cushion to creditors, net working capital is also important because it provides a liquid reserve with which to meet contingencies and the ever-present uncertainty regarding an enterprise's ability to balance the outflow of funds with an adequate inflow of funds.

Working Capital

Basically, working capital is the excess of current assets over current liabilities. That excess is sometimes referred to as *net working capital* because some businesses consider current assets as working capital. A working capital deficiency exists when current liabilities exceed current assets.

The most common categories of current assets are:

Financial Review



EFFICIENCY RATIOS

WSO

Collection Period

365 Days

13.24

1993 27.57 Days

1992 28.89 Days

1991 29.41 Days

1990 24.13 Days

SIGNIFICANCE: Significant room for improvement. Also recommend a change in selling terms.

EFFICIENCY RATIOS

Inventory Turnover

Cost of Goods Sold
Average Inventory

<u>1,382,971</u>	1993	3.92
353,207	1992	6.24
	1991	7.17
	1990	6.18

SIGNIFICANCE: A guide to rapidity of merchandise movement and the effect of flow of funds into the business.

EFFICIENCY RATIOS

Total Asset Turnover

NET SALES
Avg Total Assets

3,997,128

1,160,965

1993 3.44 %

1992 4.31 %

1991 3.64 %

1990 3.51 %

SIGNIFICANCE: Low percentages indicate over trading which may lead to financial difficulties; high percentages can be a result of poor sales management.

EFFICIENCY RATIOS

Current Ratio

SALES

Net Working Capital
(C/A - C/L)

<u>3,997,128</u>	1993	2.99
523,629	1992	2.39
	1991	1.74
	1990	2.81

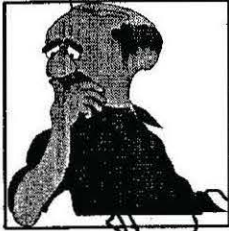
SIGNIFICANCE: Indicates whether a company is over trading or conversely carrying more liquid assets than needed for its volume.



Recommendation

- Take Physical Inventory of Goods
- Implement Annual Inventory
 - Price Waterhouse Certification
- ⌘ Avoid Increase in Inventory - 1992-1993
- ⌘ Create Controller's Office
 - Accountability
 - Forecasting
- ⌘ Negotiate National Accounts for Printing Material

Overview



• EFFICIENCY

INVENTORY TURNOVER

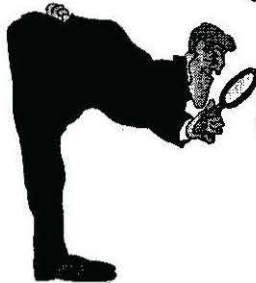
- **DECREASED**

COLLECTION PERIOD

- **MUST BE REDUCED**

ASSET INCREASE

- **1991 - 1993 INCREASE**



• EXPENSES

BAD DEBTS

SHIPPING

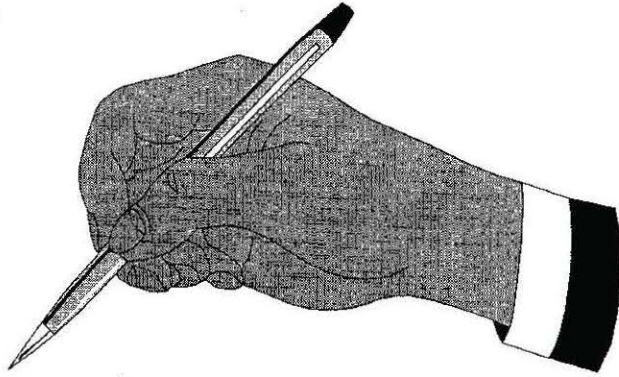
COMPUTER SUPPLIES

DISCOUNTS

EMPLOYEE TRAINING

TRANSLATIONS

COMPUTER SOFTWARE



CONSULTANT'S REPORT

LITERATURE

SEARCH

LITERATURE REVIEW

Executive Summary

NA's mission and direction has been clear from the start. NA knew from experience that the success of the programs could only come when concentrated on its number one priority, to focus only on helping the drug addicts by bringing them to the group fellowship and teaching them to depend on the principles set forth in the 12 step program. The environment that finds itself outside the '12-step' world, is really treated as no consequence to NA. However, in order to analyze NA's performance, it is necessary to look at several areas (some of which may include an external environment), i.e. the roots of NA from the AA program, any 'competitive' organization that has the same end-goal in mind, the make-up of its members, the potential population of addicts within the U.S., the drug market that affects the world, and any statistics that may enlighten us as to what the potential difficulties and hurdles may be that would affect further growth of NA. The following few pages describe some findings on all the above topics. In summary,

Drug producing countries are still able to maintain a high level of export.

Drug addict population estimates are varying but staggering in numbers.

Drug addict attrition rates withing 12-step or rehabilitation programs are high, it seems to be the nature of the beast.

The Western part of the U.S. 'enjoys' the largest percentage of illegal drug entry.

The physical and mental makeup of the drug addict re-emphasizes that need of a 'higher' power in order to attain any rate of success.

External Environment

NA is currently a \$4 Million service organization, with sales of literature as the primary source of income. Its primary mission is to keep the narcotics addict clean, by providing a spiritual philosophy in the 'fellowship' environment. It is a purely democratic organization in its project management and decision making processes. This democratic environment, dictated by its twelve traditions and twelve service concepts, has formed NA into a very complex organizational structure. Membership of NA is estimated at 250,000 based on 12000+ groups with an average of 20 members.

Comparing NA to AA, the largest and original twelve step program organization, NA sales are almost 50% of AA, whereas membership of AA is estimated at some 2.2 million in some 134 countries worldwide. Estimated alcoholic population is at 15 million in the U.S. (Beyond AA, Laura Flynn McCarthy, Health - 1991, p 40).

There are a large number of other 'self-help' groups and organizations that share the roots of their 12-step program with the AA type of philosophy. Some groups are targeting their audience to specific types of people, men, women, gays, doctors, lawyers. (Beyond AA).

Rational Recovery was founded in 1986 and has chapters in 33 states, Italy and in Australia. It differs in format in that it does not follow a specific one. Primary emphasis with the member is focused on finding the 'addictive voice' in language such as, 'I was sober and I still got fired, so I might as well start drinking again and enjoy myself (Beyond AA). Rational Recovery uses medical doctors, psychiatrists, psychologists, social workers, or nurses for a professional resource or moderator in their group meetings. The number of members per group are generally much smaller than AA group meetings, and are limited to 14 people (Beyond AA).

Where AA suggests that new members attend daily for the first 90 days, and weekly post-recovery for the rest of their lives, Rational Recovery aims to eventually eliminate the need for meeting altogether in order to prevent undesirable dependency upon a group (Beyond AA). Rational Recovery recommends no more than two meetings per week during the initial period, and after six months to miss more meetings. Total recovery should be experienced in one year.

Secular Organizations for Sobriety was founded in 1986, in North Hollywood, California. It also is a worldwide organization with some 20,000 members (Beyond AA p. 5).

It prefers to remain 'dog-ma free,' request that the meetings remain secular, and focuses on self-empowerment, self-responsibility and human support. Group memberships are limited to 20 people. Attendance of at least one meeting a week is recommended for the first six months. Thereafter, meetings are recommended on an as-needed basis only.

DAYTOP (Drug Addicts Treated on Probation) is an example of institutionalized drug recovery. Daytop started over 30 years ago and was founded by Monsignor William O'Brien.

Daytop has eight 'villages', and uses a professional staff, trained ex-addicts and a mix of philosophies (from AA to Freud) to treat some 2400 addicts at one time, in addition to providing counseling sessions with 1600 family members. Daytop boasts a successful turnaround for 75000 young people, offers leadership training in 32 countries and involved over 4 million people in drug prevention activities (You Can't Do It Alone, p23,24). On the average, 327 people are admitted each month, about 40% of them to residential treatment. The rest are provided with outpatient services (You Can't Do It Alone, p149). The average age of the Daytop patient is 29, the waiting list tops 1000, and the median wait for the bed is 40 days (You Can't, p.149).

Daytop does not target the drug, but their program is aimed at the hidden person behind those drugs. Daytop notes that almost all of its patients come from families that failed. The stereotypes for these families are, poor, single parent, in substandard housing. The matriarch has inadequate education, few marketable skills and operate on a very tight money (You Can't p.150). Daytop sets a priority to establishing an environment that supplies love, attention, guidance and discipline that was absent from their patient's home. Daytop also receives patients that come from middle-class and even upper class. These children seem to lack discipline like counterparts from the ghetto.

Out of all recovery programs, the twelve step programs have been the most well attended. In San Francisco's 'Dry Dock' recovery-oriented, non-profit membership, 2500 people attend some 85 meetings each week (Healing Ourselves p718). These twelve step programs are for ' Alcoholics, Cocaine, Debtors, Narcotics, Overeaters, Sex and Love Addicts, Smokers, Workaholics, Artists Recovering in Twelve Steps, Addicted Parents, Adult Children of Alcoholics, Al-Anon, Cocanon, Codependents Anonymous, Parents Anonymous, and Women Who Love Too Much (Healing Ourselves, p718).

NA's 'roots' originated from the AA twelve step program.

An NA member complains:

'So many AA members have taken over service positions as secretaries of NA's meetings that from 60 to 90 percent and more of the speakers they are bringing in to carry the message of the program of NA, are carrying the message of AA. I listen to speaker after speaker start their share with either, "I hardly ever come to NA..." or, even worse, "I've never been to an NA meeting before..." This gross overabundance of AA speakers is giving out the message that NA is a secondary, less-than program... And, God forbid anyone who's sitting in an NA meeting and saying from the chair or floor that the newcomers in NA "MUST" go to AA (Healing Ourselves p. 725).

Al-Anon adopted the rule, therefore, that AA members could not be Al-Anon group representatives. Recovery programs have become so specialized, some 260+ and increasing, that a member with multiple dependencies reflect the following schedule:

Many people attend more than one fellowship, dealing with different issues at different meeting. The lack of interaction between programs makes it difficult to experience a larger sense of fellowship that would be all-inclusive, so our experience is often fragmented... If I deal with my codependency at one meeting, my addiction at another, my abuse issues at yet another, when and how do I put it all together? (Healing Ourselves p. 727).

The original need to form NA as a separate organization from AA was dictated by the difference in the addictive substance, namely, drugs. Most of NA members were addicts to illegal drugs. The twelve step program and traditions still follow the central thrust of the AA phenomenological view, whereas, groups like ACoA's codependency ideology chose a psychodynamic view and dominated by professional therapists (Healing Ourselves p 729). The psychodynamic view emphasizes external explanations of one's own behavior, which conflicts with AA's or NA's original ideology. Another contrast between the two ideologies stems from the individualistic emphasis of the codependency thinking and NA's emphasis on mutual support and community building. Codependency ideology potentially subverts important features of the 12 step groups – 12th-stepping, sponsorship, empathy and serve ethics--features that are, in fact, crucial for institutional survival. (Healing Ourselves p. 729)

Growth of NA. NA expects to has been growing at a 25 to 30 percent annual rate in membership. Growth in revenues over the past few year support a lower percentage rate, which does not necessarily reflect on growth rates of its membership. Where AA's movement in the U.S. is approaching saturation (9% of the U.S. population who have ever attended an AA meeting compared to 20% plus who ever drank heavily), and continued upward growth

will not continue for long within the U.S. (Healing Ourselves). Growth within AA may also be determined by its internal structure and how it relates to its attractiveness. According to a study by Lee Kaskutas in Marin County AA, it is becoming harder and harder to get people to fill the minimum service positions to keep the meetings operating. Attractiveness to attend meetings will diminish as meeting structures and processes weaken (Healing Ourselves p 731).

NA, however, project a continuous future growth. If current trends continue, NA will grow in annual revenues from \$4 Million to \$6 Million. Growth for NA has to be qualified into several categories, growth in revenue, growth in membership, maturing of the organizational structure.

The Drug Culture.

A NIDA study on college student's drug use tracks the prevailing trends during the 1980 - 1985 period. Annual use of any illicit drug declined from 50% to 46% of students surveyed. Monthly use dropped from 31% to 26%. Marijuana use, both annual and daily, dropped from 51% to 41% and 7.2% to 3.1% respectively. Use in LSD dropped dramatically from 6.2% to 2.2%, and other classes of drugs such as stimulants, barbiturates, and tranquilizers also showed a decline. Usage of opiates also dropped among college students, however, the use of cocaine showed a small increase in percentage to 17% (NIDA Drug Use Among American College Students).

A 1990 Survey by the Senate Judiciary Committee estimates that 2.2 million Americans are addicted to cocaine. This estimate is much larger than the NIDA estimates of 862,000 addicts.

A Gallup poll showed that 22% of employees of major corporations said that drug use was

'widespread.' (Derek Tingle, Managing the War on Drugs, Black Enterprise, July 1990, p43-50). In those same corporations, 32% report of cocaine sales in their company. It is estimated that 70% of the people who use drugs are employed individuals who need a steady income to support habits that can cost as much as \$100 per day. (Derek Tingle, p47). In New York alone, the Office of Special Narcotics Prosecutor (OSNP) controls a \$12 million annual budget and tries 7000 cases a year.

The economic cost of drug abuse classifies eight categories: property destruction, victims of crime, criminal justice, short hospital stay, morbidity, mortality, incarceration and crime career. It excludes costs such as, crime avoidance costs, pain, suffering of victims of crime, and emotional costs to family. Estimated costs for just cocaine abuse are:

- Property destruction - \$514 million
- Victims of crime - \$570 million
- Criminal justice - \$6,240 million
- Short hospital stay - \$716 million
- Morbidity - \$3,179 million
- Mortality - \$5,044 million
- Incarceration - \$2,587 million
- Crime Career - \$8,154 million

Estimated consumption of cocaine in the U.S. in 1992 is 291 metric tons. Marijuana consumption was at 2,534 metric tons for that same year.

The following table summarizes the costs for both marijuana and cocaine users.

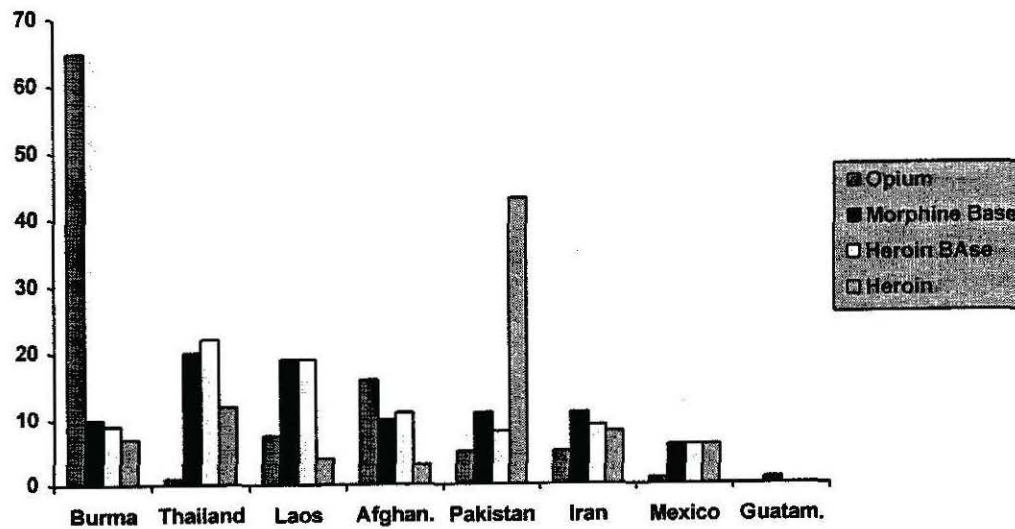
(insert table B.3. Preventing Drug Use Among Youth... military pilot programs)

Most of the cocaine is produced in Peru, Bolivia and Colombia (PBC). The cocaine industry in the PBC was at \$3 billion GDP in 1989. Profit accounts for just \$129 million, excluding distribution income from within the U.S. Cocaine production in the PBC employs 960,000 workers. Their average income compare to the national per capita income of the PBC. Cocaine exports are restricted by successful drug attack policies of consuming and producing

countries. World retail prices will increase by 200 times if the world export level is cut in half (National Defense Research Institute).

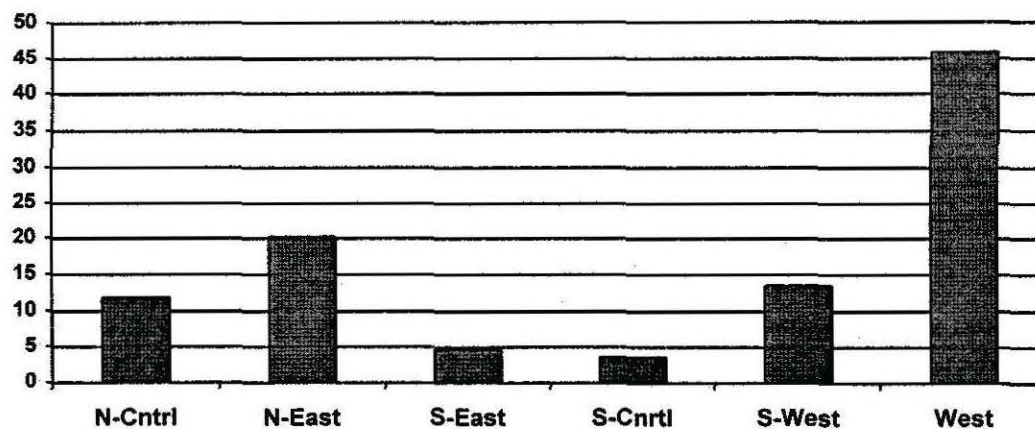
Effect on Cocaine Price of Restricting Cocaine Production	
Total Cocaine Production (Metric Tons)	World Retail Cocaine Price (Thousand \$ / Kg)
735 (base case)	135
700	149
600	203
500	292
400	456
300	810
200	1823
100	7293
50	29172

Burma produces most the world's opium, and ships it to neighboring countries for processing. Pakistan, with an estimated 1 million heroin addicts, has the bulk of processed heroin. Please note the following chart (insert Figure 3.2. A System Description of the Heroin Trade).



The three major countries that export heroin into the U.S. is Mexico (53% of total volume), Nigeria (24.9%), and The Netherlands (10.3%). Most of the heroin enters the U.S. by commercial air (56.57% and commercial sea transportation (34.8%) (A System Description). Points of entry into the U.S. are primarily from the West (45.9%), Northeast (20.3%) and the Northcentral region (11.9%).

Percentage of Heroin Entering U.S. Regions:



Drugs and the effects they had on the general member.

The membership showed exposure to many different types of drugs. Most of the drugs are illegal. A drug affects the body in five steps: (1) absorption, (2) distribution, (3) action, (4) metabolization, (5) excretion. These steps are common to most of the drugs, some variation may exist due the nature of the drug or the way the drug enters the human system. Heroin is absorbed directly into the bloodstream if it is injected. Cocaine is snorted directly into the mucous membranes of the nose. Marijuana and PCP are stored in the body. PCP is stored and released over a long period of time and therefore can affect the system for many hours. Long term storage of marijuana can have dangerous consequences. Marijuana is stored in the fatty sections of body cells and in the fatty one-third of the brain. It takes a long time for the body to excrete this drug. Chemicals from a single joint take almost a month to clear from the body (Straight Talk About Drugs and Alcohol, p. 42). It takes up to six hours for the effects of one joint to wear off (Straight Talk p.42). A drug becomes active with a specific part of the cell, namely, the receptor. The drug disrupts the normal function of the receptor. This disruption will result in many side effect, e.g., loss of memory, loss of appetite, hallucinations, depression, or other mood changes (Straight Talk p.38). Side effects of drugs can differ by person based on his or hers metabolism. Drugs differ in speed of metabolization. Heroin is not active when it enters the body, but the body metabolizes it into morphine, which is active. How metabolism affect the drug will determine the long or short duration of the effects. What kind of mood a person is in, may control the effects. Some people will not notice the effects of marijuana, others experience hallucinations, body distortions, severe depression and strong changes in perception (Straight Talk p.41). Smoking cocaine would show fewer psychological problems than snorting cocaine, but results in far greater physical

problems. Marijuana does not seem to be physically addictive, but is more psychologically addictive.

The most dangerous drug is Crack, a form of cocaine that is smoked and absorbed by the lungs. Cocaine is addictive and usually takes two to five years to develop.

Crack, because it operates so quickly, is also very addictive. Almost without exception, users become addicted within the first few uses, sometimes from the very first use. That's because the high is so intense, and so is the crash, leading the user to want to take more crack immediately, in order to feel better.

Out of all the drugs in the NA environment, heroin and crack stand out as the most addictive.

They stand out among all others in that they will result in severe physical dependence. Please note the following table:

Type of Drug	Symptoms	Dangers
Marijuana	Altered perceptions, dilated pupils, lack of concentration and coordination, craving for sweets and increased appetite, laughter	Increased heart rate, impaired short-term memory, anxiety, lung damage, psychological dependence
Cocaine	Short-lived euphoria that changes to depression, nervousness, irritability, tightening of muscles, increased heart rate and possible irregular heart rate	Anxiety, shallow breathing, fever, tremors; possible death from convulsions, respiratory problems, or heart problems
Amphetamines	Loss of appetite that often includes loss of weight; anxiety and disturbed sleep patterns; irritability; rapid speech; tremors; feeling of 'high' or 'power' followed by a crash	Disorientation, severe depression (from the crash), paranoia, increased blood pressure, fatigue. Can lead to malnutrition. In some cases, hallucinations.
Barbiturates, sedatives, tranquilizers	Intoxication, slurred speech, drowsiness, decreased alertness and muscle control	Rigidity and painful muscle contractions; emotional instability; possible overdose and death, especially when mixed

		with alcohol.
Hallucinogens	Mood and perception changes; possible euphoria, paranoia, panic, anxiety, nausea, tremors	Unpredictable behavior, flashbacks, possible emotional instability and psychosis, possible genetic damage causing birth defects to future children.
Heroin, Morphine, Delaudid	Euphoria, insensitivity to pain, nausea, vomiting, itchiness, watery eyes, running nose.	Lethargy, weight loss, hepatitis and AIDS (from shared infected needles), slow and shallow breathing, possible death when combined with barbiturates.

To further define the 'culture' of NA, the above table gives the outsider a small glimpse of what the average member of NA has experienced in their own personal life. Based on a fairly high attrition rate of 30%, these experiences are mostly likely a current situation with many members. NA does not specialize in physical rehabilitation. It's message is clear from the 12 step mission statement. However, NA is certainly not an isolated program. Many members are referred by either the judicial system or other rehabilitation programs. What is the demographic makeup of the membership? This data is not supplied from the self-assessment surveys. According to a 1977 DASP study of a total of 8000 parolees the following characteristics are evident:

Characteristics	1974	1975	1976	1977
Sex				
Male	.84	.869	.907	.914
Female	.16	.131	.093	.086
Race				
White	.568	.55	.522	.511
Spanish surname	.216	.222	.235	.266
Black	.195	.207	.222	.207
Other	.021	.021	.021	.016
Age at Parole				
Less than 21	.370	.394	.381	.442
21 and over	.63	.606	.619	.558
Commitment				

Offense				
Narcotic/Drug	.243	.178	.142	.125
Persons Crime	.253	.345	.407	.435
Property Crime	.299	.319	.345	.357
Other	.204	.158	.106	.083
Admission Status				
First Admission	.632	.648	.654	.645
Prior Admission	.368	.352	.346	.355
Court of Commitment				
Juvenile	.446	.428	.361	.352
Criminal	.554	.472	.639	.648
Area of Commitment				
Southern California	.613	.591	.620	.635
Bay Area	.219	.218	.198	.179
Other	.168	.191	.182	.186
Major Drug of Abuse				
Opiates	.338	.336	.363	.421
Depressants	.436	.398	.331	.3
Stimulants	.132	.149	.160	.138
Hallucinogens	.094	.117	.146	.141

Out of the persons who were attending some kind of follow-up or ward program, 34% attended residential treatment programs, 30% attended counseling programs, 14% were on urinalysis programs, 8% attended vocational training programs, and the rest attended a mix of detoxification, chemotherapy, religious, psychotherapy and transitional services programs. Only 37.7% had full-time employment. The other 62.3% had intermittent or no employment. Peers of these parolees registered a 32% high delinquency rate. Evaluation of 'poor' parole adjustment was 47.1%. Overall failure between persons both involved and non-involved is approximately the same at a 22% - 24% rate. The rate for the involved persons is actually higher by 2%. However, when only looking at the major drug groups, the failure rate is significantly less (.05) for the program-involved wards. than the non-involved wards.

What does all this have to do with NA? We have discussed the external environment, only to reach a conclusion as far as potential growth for NA. NA has not reached its total potential population, but neither has AA. NA expects a 20 - 30% annual rate of growth. Is most of this growth outside the U.S.? If this were true, then NA does need to modify its annual rate of sales, since the east European countries demand a higher set-up or start-up fee. This is of course due to the financial instability of the old Iron Curtain countries.

The challenge for NA is three-fold. NA wants to lower its attrition rate and thereby create a larger clean fellowship that is able to reach out to even more drug addicts. This is easier said than done. The surveys need to include individual membership input on what key points keeps attracting the drug user to the NA meetings. Until this is done, NA has no choice but to maintain a slower growth level.

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