

Internal Processes and Procedures for the World Board of NA World Services March 2000 Version

Overview

These guidelines arose out of the experiences of the World Board in the process of instituting a new system for the administration of world services. During this development, the World Board examined past internal practices and experiences within world services in order to be as deliberate as possible in developing processes and procedures that will serve as a helpful, educational introduction to the world service system. It is our hope that the following information will be seen as a resource to world level trusted servants, providing a practical introduction and guide to world services' responsibilities and clarify world service standards, rather than being seen as a set of rules and regulations.

This will become a living document that will change and evolve over time. It is meant to capture both the collective experience of the board and the standards for world service activities and functions. This document reflects the experience of the board and the "new" world services system as each continues to grow and expand. This document is amendable by the board when it seems practical to do so, by the standard decision-making process of the board. World service conference participants will be notified of any changes made to this document and it is always available upon request.

Purpose

The purpose of this document is to provide world services with a document that reflects the current internal practices of the World Board. This document is meant to be a complement to the External Guidelines of the World Board, which are contained in *A Temporary Working Guide to our World Service Structure* and are amendable only by conference action.

Membership Values and Responsibilities

The following values have been developed to create a board that is committed to working together for the benefit of NA as a whole. They refer to each individual board member, and should be considered as a personal requisite to responsible and effective board membership. World services has struggled in its past with factionalism and proprietary interests that develop when individuals, service boards, or committees begin to see its own work or opinions above the best interest of the whole. The World Board developed these values to maintain the focus on our common vision.

1. Our primary principles are those embodied in NA's Twelve Steps, Twelve Traditions, and the Twelve Concepts for NA Service.
2. Mutual respect and trust are paramount to the effectiveness of all World Board activities and will be reflected in our interactions and communications.
3. We encourage one another to offer our personal views, ideas, dreams, and creativity to all board deliberations and projects.
4. Board members are committed to having courage and vision, not confining themselves to pre-conceived limitations.
5. A board member always represents world services and the board. Opinions and actions may be interpreted as the opinion of world services, whether intentional or not. Board members are accountable for their actions and words, and should use their own personal integrity to choose what events they participate in. The role of a board member when interacting in local NA communities on behalf of world services, is to strive to provide assistance to the local community in resolving their own issues.
6. Board members will not separate themselves as individuals from the consensus of the board and will take responsibility for the decisions of the board. Each board member has the commitment to bring issues or concerns to the entire board rather than pursuing these types of discussions in other groups.
7. Being responsible for a system that is created to benefit the entire fellowship can seem overwhelming at times. Arriving at board meetings and trips prepared and on time, doing the required reading and work between meetings, seeking out information needed to be an effective board member, and actively participating in the discussions and the activities of the board will help. Even with this preparation, there is no expectation that an individual board member can know every detail of world services.
8. Board members are expected to attend all scheduled meetings of the board. When this is not possible, notice should be provided as far ahead of time as possible. Board members are also expected to attend all relevant functions during travel trips and should register for locally scheduled activities at which they are present on behalf of world services.
9. Individually and collectively, board members base their decisions upon what they believe to be the good of NA as a whole. This requires carefully considering all points of view and seeking additional information if necessary.

Corporate Responsibilities

World Board members are non-profit directors for the corporation known as Narcotics Anonymous World Services, Inc. Board members are provided with information about the ethical and legal requirements of non-profit directors. The by-laws of the corporation also include information that each board member is familiar with.

To fulfill its legal requirements and its responsibility to the fellowship, the board carries out the following responsibilities each year:

- Carries out the organization's mission and purpose
- Ensures effective organizational planning
- Ensures adequate resources for the world service system
- Reaffirms its commitment to managing world services' resources effectively
- Acts as the trustee of the Fellowship Intellectual Property Trust and ensures that the responsibilities defined in this document are carried out
- Ensures the legal and ethical integrity of the world service system and maintains its accountability
- Elects Officers
- Affirms banking approvals
- Affirms fictitious business names; currently WSC, World Service Conference, NA Way, WCC, WCNA, World Convention Corporation, WSO, CARENA, C.A.R.E.N.A. Publishing Company, Carena Publishing Co., and World Service Office, Inc.
- Approves the budget for world services which is presented to the conference, and regularly reviews financial statements and progress against the budget
- Ensures that a financial audit is performed, presented to the board, and distributed to conference participants
- Affirms the authority of the Executive Co-Directors and assesses their performance through the Executive Committee (EC) that functions as the personnel committee
- Holds meetings of the board

Communication Protocols

One of the most important responsibilities of the World Board is to foster effective fellowship communications. This responsibility also extends to ensuring effective communications within the world service system itself. The following processes and procedures are intended to establish protocols for world service communications and, where applicable, standards for their operation.

The entire system, in particular written communication, depends on an effective partnership between the World Board and WSO staff. WSO staff drafts reports, factors in board input, and writes correspondence on behalf of the World Board with board members reviewing the final document.

World Service Publications

Currently, the standard world service publications are:

The World Board typically issues a report titled *NA World Service News* (NAWS News) after each board meeting. This is a short, easily translatable report of the board's activities and may include a few paragraphs from the Human Resource Panel

(HRP). It is distributed to areas, regions, and World Service Conference participants in English, French, Spanish, Portuguese, and German. Each issue is also posted on the world service website, www.na.org. This report is drafted by staff and reviewed by the board. All input is factored into the draft where possible and appropriate, and the Executive Committee approves the draft for distribution.

The *Conference Report* serves as a vehicle for communicating conference-related information to conference participants. The frequency of publication may change from year to year. The schedule for each year is provided to conference participants ahead of time. It has historically been distributed in November and March of each year and follows the same development and approval process by the board as that used for *NAWS News*.

World services' *Quarterly Reports* are used to report quarterly financial and travel information to conference participants. The Executive Committee approves this report for distribution.

The *World Services Annual Report* is the periodical that conveys relevant information about world services' annual activities and financial figures to conference participants and regions, and is available to any member upon request. It is released within ninety days of the close of the fiscal year (30 June). The Executive Committee approves this report for distribution.

The *Conference Agenda Report* is a report released prior to each World Service Conference that contains the proposals, motions, and issue discussion topics that the fellowship is being asked to consider and form a fellowship-wide conscience on. The body of this report is currently produced in English, Swedish, Portuguese, French, German, and Spanish with a copy provided to each conference participant, alternate delegate, and region free of charge. Additional copies are available for purchase from the WSO. The *Conference Agenda Report* is the responsibility of the World Board. After board review and input it is finalized by the Executive Committee on the board's behalf.

The *NA Way Magazine* is a collection of articles on recovery and service topics that is distributed four times a year in English, French, Portuguese, German, and Spanish languages to over 27,000 addresses. An Editorial Board is established each year to actively participate with staff in the development and direction of this publication.

Meeting by Mail is an NA meeting in writing for loner group members, who are usually disabled or chronically ill and cannot attend meetings in their local communities or addicts living in parts of the world with few or no meetings. It is distributed six times a year in English to approximately 600 members and is developed by WSO staff.

Reaching Out is a forum to share experience for NA members who are currently in, or who found NA in a hospital or institution, and those involved in H&I service. It is distributed four times a year in English to approximately 7,300 addresses and is developed by a combination of trusted servants and staff.

General Board Reporting

1. World Board minutes are available to anyone upon request, once they are approved by the board.
2. World Board minutes are forwarded to the HRP and WSC Co-Facilitators once they are approved.
3. World Service Conference Minutes and the TWGWSS are distributed to conference participants after approval by the Executive Committee.
4. The website for NA World Services is used to provide information, reports, and a variety of world service publications for fellowship and/or public access. Although the board may decide to post an item on the web, the routine responsibilities for what is or is not posted to this site is delegated to the Executive Co-Directors.
5. The board, from time to time, may find a need to report special occurrences and circumstances to the fellowship. The particular form, approval process, and distribution of these reports will be determined on a case-by-case basis.

With the Fellowship

Other than the reports named above, the board communicates with the fellowship in face-to-face interactions and in writing by responding to inquiries and input received. Written contact with the World Board is made through the WSO who will send an acknowledgement of receipt as soon as possible. The board has protocols for determining who should respond to a request; an individual board member, board committee or WSO staff, but all requests are handled through one process. Written responses from the board itself may take some time. Telephone calls and e-mails to individual board members are not considered World Board communication and are left to the discretion of each board member.

Within the Board

1. Any formal communication between board members is sent to the designated staff person. It is then forwarded to the appropriate board members. Typically, official communications from staff are hard copies and are sent by fax. Board members are advised via e-mail, where possible, that a fax has been sent.
2. Personal communication between board members is not considered formal board communication and is left to the individuals involved.
3. Drafts sent out to the board for input clearly indicate what type of input is being asked for and provides a deadline. Because so many individuals are involved, board members will provide input that is conceptual in nature and provide ideas of what they would like to see as replacement language. All board input will include the board member's name on each page with a specific reference to the document being addressed. All drafts are copyedited before release, therefore spelling, grammar, etc. is not needed as input. Input that cannot be easily factored into the draft is forwarded to the EC for a final decision. Input not received by the stated deadline will not be factored into the draft. When the board reviews multiple versions of the same document, every attempt is used to

show revisions in context and include the version numbers and revision dates on the document.

4. Board books are distributed prior to each board meeting containing the information needed to prepare for the meeting. The typical distribution dates are to: mail book one, two weeks before each meeting; mail book two, one-week before each meeting; and to have book three available at the hotel when board members arrive. Board books use sequential page numbering for each meeting. Correspondence provided to the board for information purposes only and not scheduled for discussion at the meeting, are included in a separate book. The cover of board books will use the term NA rather than the full name of Narcotics Anonymous.
5. World Board members that want more information or background material on specific topics or issues will notify the Executive Committee or Executive Management two weeks prior to a board meeting. These requests are provided prior to the opening of the board meeting in order to be considered in the planning of the meeting agenda.
6. A call is scheduled prior to each board meeting for the EC and all committee chairs. The purpose of the call is to determine what items the board will need to discuss, or make decisions about at the upcoming World Board meeting.
7. The board uses financial graphs as the basis for discussion in board meetings. Monthly financial details and a quarterly comparison to budget are provided at, or before, each board meeting. Financial charts provided to the board include the Reserve Fund, Donations Breakdown by Month, Budgeted vs. Actual, Plot of Key Balance Sheet Indicators, Sales by Product Line, and a Plot of Income, Cost of Goods, General and Administrative, and Personnel Expenses, as well as Savings and Net Income.
8. The board receives updates of the travel calendar at each meeting. The travel calendar shows all travel requests received, whether the request was approved, denied, or still pending a decision, as well as the travelers selected.
9. In order to further communications among the board, world services may furnish members with fax machines or other equipment and dedicated phone lines. These facilities are to be used for world services' communications only and should remain available to world services at all times. The policy regarding this type of equipment and the reimbursement for expenses associated with it is covered in the Reimbursement Policy. If after two attempts, the fax fails to transmit, an e-mail follow-up will be sent when possible. These repeated attempts may not always be possible when short timelines are used, particularly when the board is advised previously.

With the Executive Committee

The Executive Committee (EC) consists of the Chairperson, Vice-Chairperson, Secretary, and Treasurer of the board, as well as the Executive Co-Directors of the WSO in a non-voting capacity. Typically, there are monthly Executive Committee calls regarding agenda items. The schedule for these calls varies with the work

required. To allow for input, the board will receive EC agenda items by e-mail prior to a call whenever possible. The board will then receive a report of the Executive Committee call as soon as possible. These reports are informal records intended for distribution within the board only. Board member(s) with detailed questions on a particular item(s) can call, fax, or e-mail any Executive Committee member.

Under some exceptional circumstances, the Executive Committee may ask the board to reconsider a previous decision. If this occurs, the EC will strive to provide the board with all available information.

Executive Committee reports will contain only general references to personnel issues. Verbal reports will be given to board.

The Executive Committee reviews the performance of the Executive Co-Directors annually. This process involves the full board during the input phase with the collection and assessment of the input conducted by the Executive Committee. The board is kept informed during all the major stages of this process.

With the WSO

The world service system is based on the establishment of a functioning and operational partnership between the World Board and the WSO staff. This partnership, just as the foundation for the board itself, is one of mutual respect, support, and trust. It requires open and honest communication by all involved. In order to effectively serve a worldwide fellowship, an atmosphere of teamwork is fostered in all activities involving the WSO staff and the World Board. Executive Management of the WSO is granted full participation in World Board meetings, with the exception of voting. From time to time, other members of WSO staff may be asked to participate in board meetings.

The Executive Co-Directors of the WSO work directly for the World Board, and the staff of the WSO work directly for the Executive Co-Directors. In order to manage the resources of the WSO, any official requests for work from staff beyond that already established for a committee or workgroup, is directed to the Executive Management of the WSO. Board members are actively encouraged to contact any member of WSO management for information about their areas of responsibility.

With the Human Resources Panel

A point of contact on each group is established in order to facilitate effective and regular communications. The Executive Committee and the World Board also meet face-to-face with the Human Resource Panel when necessary.

With the WSC Co-facilitators

The WSC Co-facilitators meet with the Executive Committee and the World Board at least once each conference cycle. A point of contact is established on the EC in order to facilitate effective communications.

Decision-making Protocols of the World Board

Consensus-based Decision-making

Within the Board

For the board's purposes, the process for consensus-based decision-making allows for all points of view to be heard and fairly considered within the board. If, at the end of the discussion, the board has not reached unanimity, those dissenting from the majority may be asked to state the reason for their dissent. If their rationale does not persuade the majority to change its view, then the dissenting members may be asked if they can support the majority view, even though they themselves do not agree with it. In matters requiring immediate resolution, and with the dissenting members unable to assent to the majority, a vote may be taken to resolve the issue in question.

When a formal decision of the board is required, a minimum of fifty-one percent of seated board members is required to represent a decision of the board. There are specific decisions called out in the External Guidelines that require a two-thirds majority of the board.

Within Committees and Workgroups

The same process as described above for consensus-based decision-making is used in all committees and workgroups of the board. There will be times when a board member participates in a consensus process on a particular issue within a committee and then enters into another consensus process when the same issue is discussed by the board. Due to new information and/or discussions within the board, board members may change their position from that expressed within the committee. When this occurs, it should be seen as a part of participating in different consensus processes rather than subverting the consensus of the committee. This situation will require effective communication with those affected particularly non-board committee or workgroup members.

At the WSC

All board members have a responsibility for the work and activity of the board at the World Service Conference. The decisions and discussions of the board are each individual board members responsibility to convey to other conference participants. As conference participants, each board member takes part in the discussions and decisions of the conference as individuals. They participate in the consensus building at the conference, and as is expected of all conference participants, they base their participation and decisions at the conference as they each believe promotes the welfare of the fellowship as a whole. This means remaining open to the discussions as they occur and being open to change.

Elections at the conference are always left to each individual board members conscience.

Problem Resolution Within the Board

The board strives to maintain an open and frank atmosphere so that personal redress does not become an issue. However, if a member does feel that the board has personally wronged them, the tenth concept is applied. World Board members always have the right to bring an issue to the full board for consideration.

If an issue arises between two board members, the first attempt at resolution occurs directly between the members involved. If the members are unable to reach resolution, the issue is brought to the EC or the full board to assist in the resolution.

Problem Resolution Outside of the Board

If there is a problem or concern involving an individual board member or the World Board, the EC is advised immediately. The World Board strives to resolve all conflicts in a manner that reflects NA's principles.

Meetings

As stated in the by-laws, regular board meetings may be scheduled at any time or place that the board decides by resolution. In the absence of a board decision, regular meetings are held at the headquarters of NA World Services in Chatsworth, California. There are other specific references to regular and special meetings called out in sections 6.07 and 6.08 of the by-laws.

General Meeting Guidelines

Some of the following may seem ideal, but they represent agreed upon standards that the board strives to achieve at its meetings.

1. The board strives to achieve consensus whenever possible.
2. The board's focus is upon establishing unity, mutual respect, and trust at the beginning of each meeting.
3. The board will meet its stated objectives for each meeting.
4. Meetings and breaks will start and stop on time.
5. Board issues are discussed openly at board meetings. Individual board members may have conversations about board issues to seek clarity or information, however, if a board member has a concern or an issue, it is brought to the full board.
6. Board discussions and deliberations will be balanced—no one person will dominate discussions and everyone will actively participate.
7. Only one person will speak at a time. There will be no sidebar conversations.
8. Action groups are used at board meetings to identify goals and discuss solutions for issues that may be presented to the board.
9. At the end of each day, adequate time is provided for a sharing session that allows individuals to revisit any unfinished business and to discuss their

required. To allow for input, the board will receive EC agenda items by e-mail prior to a call whenever possible. The board will then receive a report of the Executive Committee call as soon as possible. These reports are informal records intended for distribution within the board only. Board member(s) with detailed questions on a particular item(s) can call, fax, or e-mail any Executive Committee member.

Under some exceptional circumstances, the Executive Committee may ask the board to reconsider a previous decision. If this occurs, the EC will strive to provide the board with all available information.

Executive Committee reports will contain only general references to personnel issues. Verbal reports will be given to board.

The Executive Committee reviews the performance of the Executive Co-Directors annually. This process involves the full board during the input phase with the collection and assessment of the input conducted by the Executive Committee. The board is kept informed during all the major stages of this process.

With the WSO

The world service system is based on the establishment of a functioning and operational partnership between the World Board and the WSO staff. This partnership, just as the foundation for the board itself, is one of mutual respect, support, and trust. It requires open and honest communication by all involved. In order to effectively serve a worldwide fellowship, an atmosphere of teamwork is fostered in all activities involving the WSO staff and the World Board. Executive Management of the WSO is granted full participation in World Board meetings, with the exception of voting. From time to time, other members of WSO staff may be asked to participate in board meetings.

The Executive Co-Directors of the WSO work directly for the World Board, and the staff of the WSO work directly for the Executive Co-Directors. In order to manage the resources of the WSO, any official requests for work from staff beyond that already established for a committee or workgroup, is directed to the Executive Management of the WSO. Board members are actively encouraged to contact any member of WSO management for information about their areas of responsibility.

With the Human Resources Panel

A point of contact on each group is established in order to facilitate effective and regular communications. The Executive Committee and the World Board also meet face-to-face with the Human Resource Panel when necessary.

With the WSC Co-facilitators

The WSC Co-facilitators meet with the Executive Committee and the World Board at least once each conference cycle. A point of contact is established on the EC in order to facilitate effective communications.

perspective of the meeting. This time can be used to resolve personal issues, as well as board business.

10. When possible, decisions are reached by asking if there are any objections.
11. The board makes every effort not to limit itself by expressing negative thinking. While it is the board's responsibility to discuss problems and difficulties, it will stay solution-oriented.
12. Executive Management has full participation (except voting) at World Board meetings.

Member Removal Process

World Board members may be removed by a two-thirds vote of the World Board or by the World Service Conference. The specifics for this action are provided in the World Board External Guidelines in *A Temporary Working Guide to the World Service Structure* and the by-laws of the corporation.

Committees

All italicized text in the rest of this document reflects language taken directly from the External Guidelines.

The World Board accomplishes much of its work through its five committees: an executive committee; an events committee; a public relations committee; a fellowship relations committee; and a publications committee. There is also a group within the board known as the "guardians." All members serving in a leadership capacity for each committee will be board members in order to provide for clear lines of communication.

Committees are answerable and responsible to the World Board. In keeping with Concept Five, the World Board, in turn, is directly accountable to the World Service Conference, thus ensuring definite and direct lines of accountability across all world service operations.

The committees provide a resource to the World Board and to the fellowship in specific areas of operations.

The challenge for the board is to delegate the responsibility and authority necessary for the committees to function effectively, while at the same time, maintaining the accountability and responsibility for all of the work of world services. This requires effective planning, clear delegation, and approval of work with accompanying timelines and milestones. Expectations and limitations are discussed before the work is assigned and requires ongoing communication. It is the challenge of each committee to keep the board informed on an ongoing basis about their work and the issues that need board direction. The committees are responsible for framing discussions that allows the board to maintain their overall responsibility for the work and activity without becoming enmeshed in the details of each committee. This is a process that the board will refine over time through effective communication and by acknowledging that this process will involve trial and error.

Each board member will probably spend a great deal of time and energy with the activities of the committee that they are assigned to. Each board and committee member needs to remember that their primary responsibility is to the overall objectives of world services—communication, coordination, information, and guidance—so that our groups and members carry the message of recovery more successfully, and so that our program of recovery is made more available to addicts everywhere. The committees fulfill their role as a resource to the board and to the fellowship, primarily by identifying the long-term needs of the fellowship within their areas of responsibility.

Composition of Committees

The board holds discussions about current and upcoming projects, routine services, and the overall needs of world services. Each board member is encouraged to express their personal interests and experience. The EC uses these discussions to create recommendations for committee assignments, including committee leadership, to the board. The board then makes the final decision. The size and composition of each committee may vary according to the work assigned but will always contain a minimum of two board members. The only exception to what is stated above is the four board positions on the Executive Committee, which are directly elected by the World Board.

The board strives for a balance between continuity and rotation in the assignment of board members to committees. Assignments to committees are typically for one year to coincide with the election of board officers at the annual meeting, although most committee assignments require a two-year commitment. The board will be mindful of the mix of experienced and new members on each committee.

In order to create a successful working partnership, full participation in discussions is routinely granted to WSO staff and non-board members in committee and workgroup meetings.

Committee Leadership

The role of the lead for each committee is primarily administrative. They serve as the primary communication link for each committee. Committee leadership and the EC work closely to maintain ongoing communication with the board, planning work, and addressing the management of world service resources. Committee leadership also works closely with staff for the work of their committee and reporting to the board.

Assignment of World Pool Resources

The World Board identifies the specific type of human resources required, and notifies the HRP to locate those resources. World Pool members are used for projects as needed.

There is no difference between how the board or a specific committee identifies a need for pool members to work on projects. Requests for resources are submitted to the Executive Committee, who maintains ongoing communication with the HRP. Recommendations for the selection of pool members are made by the committees

and finalized by the board. The scope of the project will identify the requirements for human resources.

Non-addicts may serve in a voluntary capacity on the board's committees for their expertise and/or experience. The World Board encourages the use of all such resources to improve our effectiveness as an organization.

Communication Protocols

As stated throughout this document and in the Concepts, the effectiveness of the board is dependent on the integrity and effectiveness of its communication. The board and each of its committees has a commitment to establish what information the board needs, and when they need it.

Communications between each committee and the EC is through the committee leadership. Committee leadership and the EC discuss plans for board agendas and the status of ongoing and future work. The ongoing exchange of information between all board committees is critical to the success of the overall mission of the board. The leadership of each committee has a responsibility to keep the lines of communications open.

Each committee establishes its own internal communication protocols. Committee leadership and the assigned staff are the primary points of contact for each committee.

Projects and Resources

As stated in the Process for New Projects in *TWGWSS*, ideas for new world service projects can come from anywhere and everywhere—members, groups, area or regional service committees, or the board and its committees. In order for the board to consider and respond to the ideas that they receive, a formal request needs to be submitted to the World Board. The board has developed a form for this process. This form asks for the necessary information that the board needs to fully consider the idea being presented. Once the information is received, the Executive Committee processes the idea. The Executive Committee either prepares a recommendation for the board or assigns the idea to the appropriate committee to make a recommendation to the board. Once the full board has considered an idea, their decision is communicated to the party that submitted the project idea. This may result in further dialogue or a resolution. All conclusions are included in one of the regular world service publications to the fellowship.

Before any work is assigned to a committee, the board discusses the scope of the work and the resources necessary to complete the work. Goals are established so that the expectations and limitations are clear.

Travel

Travel decisions are made by the EC, as described in the World Service Travel Guidelines contained in *TWGWSS*. All travel decisions are reported with the *Quarterly Report*. The Travel Reimbursement Policy for each budget cycle is distributed with the budget to the conference.

In order to achieve Goal Five of the Fellowship Development Plan, which is to increase and improve planning for fellowship development activities and travel, effective planning and strategies for developmental trips must occur. The following assists the EC and board in achieving those goals:

- Selection of travelers is based on the goals and objectives of each trip.
- Travelers are selected to achieve a blend of both continuity and providing a broader base of available experience through training less-experienced travelers. Staff is an important part of world service continuity in fellowship development activities.
- A trip leader is chosen for each travel team. They are a resource for the other members of the travel team. They may also be asked to coordinate with local NA communities involved in a particular trip. They provide a written trip report to the EC that is then forwarded to the World Board. The goals and objectives for each trip are provided to all travelers.

Executive Committee

The Executive Committee will uphold the duties of the corporation and its officers in accordance with all applicable laws; direct the activities and the annual performance review of the Executive Co-Director(s) of the WSO; retain responsibility for interacting with the Executive Co-Director(s) between board meetings; remain responsible for the general administrative duties of world services; and make necessary decisions affecting NA world services when the World Board is not in session, always mindful of the priorities previously established by the board.

It may sound as if the EC has a lot of power or control, but they are actually administrators for an administrative board. They are responsible to the board and provide administrative assistance that helps the board and its committees achieve their stated goals. The board is responsible for the overall planning of world service activities and their presentation to the conference. The EC is responsible for effective management of the overall resources of NA World Services, according to the priorities set by the World Service Conference and the World Board.

Roles & Responsibilities

Although each member of the Executive Committee may have specific duties, they also have a leadership role to the board as members of the EC. It is the overall responsibility of the EC to offer guidance and/or strategies to assist the board in its work, framing issues for board discussion, and keeping the focus on the long term effects of the boards' decisions. This is the group that speaks for the board when the board is not in session. The specific names of these positions are more to fulfill legal requirements than to describe what their functions are. All are legal corporate officers.

Chairperson

- ◆ Responsible for the finalization of the agendas for the EC and board meetings
- ◆ Keeps the vision of the board at the forefront of all world service activity
- ◆ Keeps the board on track
- ◆ Single point of contact for decisions when standard protocols cannot be applied
- ◆ Provides overall leadership for the EC and the board

Vice-chairperson

- ◆ In the absence of the chair, fulfills the responsibilities of the chair
- ◆ Assists the chair and the EC in carrying out their responsibilities
- ◆ Fulfills assignments from the EC or the chair
- ◆ Viewed as a position to prepare for assuming the responsibilities of the chair

Treasurer

- ◆ Reviews travel and credit card expenditures
- ◆ Stays informed about the financial position of NAWS
- ◆ The point of decision for extraordinary financial management needs, as called for in the financial management policy
- ◆ Reviews financial and corporate filings
- ◆ Ensures that all corporate annual filing requirements are made
- ◆ Assists the EC in carrying out their responsibilities
- ◆ Fulfills assignments from the EC or the chair

Secretary

- ◆ Reviews corporate filings and records
- ◆ Ensures that all corporate annual filing requirements are made
- ◆ Assists the EC in carrying out their responsibilities
- ◆ Fulfills assignments from the EC or the chair

Executive Director(s) of the WSO

The role of the Executive Co-Directors with the EC is:

- ◆ Directly responsible for the day to day operations of NA World Services
- ◆ Assists the chair and the EC in carrying out their responsibilities
- ◆ Fulfills assignments from the EC or the chair
- ◆ Provides an ongoing link to WSO staff and information
- ◆ Responsible for the successful implementation of goals established by the board and the EC

Decision-making and Quorum

Fifty percent plus one is required to represent a quorum (four out of six members as a minimum) for the EC. The EC, like the board, seeks consensus as their decision-making model. If consensus cannot be reached, a minimum of three of the four voting members must be in agreement to represent a decision of the EC. When a circumstance arises where the normal decision making protocols cannot be followed (typically due to time), one of the Executive Co-Directors and one board member on the EC can make a decision. This is an unusual situation but when it occurs, it is usually about travel. Decisions of this type are communicated to the rest of the EC as soon as possible.

Personnel Decisions

The Executive Committee is updated regularly, regarding personnel issues at the WSO and is involved in certain decisions. The Executive Co-Directors are employed by the World Board and are evaluated annually by the EC, with input from the entire board. Decisions to add or remove a member of Executive Management, changes to WSO salary ranges, employee benefits, or the WSO personnel policy must be approved by the EC.

Other WB Committees

There is an obvious discrepancy to the amount of material written about the EC in comparison to the rest of the committees. Since the EC can act for the board when the board is not in session, it is expected that they will always have more standards that have been adopted by the board. The primary reason for the discrepancy, however, is due to the fact that the EC has functioned for almost two years, while the board committees are still in the process of being created.

The scope of World Board committees may change, depending on the work of the board. Board committees are resources for the board in its efforts to provide effective long term planning in the wide range of activities that involve world services and the needs of the fellowship. As stated previously in this document, the activities of the committees are the responsibility of the World Board and require cooperative efforts, planning and communication to be effective. There are not distinct lines drawn about what a particular committee may be asked to address. For example, depending on the topic or issue involved and the current work of the board, a project for the development of a specific piece of service material might be assigned to any of the following committees.

All world service periodicals will be assigned to a specific committee after the CTF evaluation is completed. A balance of pool members working in conjunction with board members is sought for all periodicals that involve a trusted servant review.

Events Committee

The Events Committee will be responsible for the logistical planning for WSC meetings (agenda items are actually set by the full board), the World Convention, and

other world service meetings, while serving as a resource for regional/area convention committees.

Logistical plans are developed for each event that clearly spells out where different responsibilities are assigned, particularly for large world conventions. Due to the complexity of some of these activities, there may be times when different committees are used for different portions of an event. The preparation of this overall plan is typically the responsibility of the events committee. The full board maintains responsibility for themes and the program for the World Convention (including the service delivery plan), and the agendas for world service meetings and the World Service Conference. The logistical plan will specify who is responsible for the development of these items for presentation to the board.

General

Travel flyers offered by world services shall clearly indicate that it is a world services sponsored activity.

World Convention

A Host Committee is created for each World Convention. The Host Committee is a regional/local committee with members coming from throughout the hosting community. Since plans and needs vary from convention to convention, specific timelines and direction is provided to each Host Committee. The leadership of each Host Committee, particularly the chair, works closely with the events committee and staff.

The individual support committees within the Host Committee are created later than the rest of the Host Committee, when they need to begin to provide the volunteer base required to support the on-site activities.

The World Board provides administrative oversight and sets the direction for this event. Staff and other professionals are used for most of the logistics—both planning and support.

Members with convention experience are identified for a variety of purposes in implementing the logistical plan for each world convention.

Public Relations Committee

The Public Relations Committee will be responsible for activities associated with how our fellowship and service structure interface with society. The committee will also guide the way we inform the public about NA, covering all public relations with the medical profession, the criminal justice system, governmental and non-governmental organizations, and the media. The Public Relations Committee will also serve as the H&I and PI contact for our fellowship and its local service committees.

Public Relations and Marketing Plans

This committee focuses on planning to help world services achieve its overall public relations and marketing plans. This may involve activities that are directed at the

professional community and/or the fellowship. This committee, like all WB committees, is involved with long term planning and identification of possible future needs in their area of responsibility. It is the hope of the board that we can begin to provide the planning and training that will allow world services and the fellowship to work towards a common effort in public relations and corrections. This committee is kept informed of current marketing plans and possible opportunities for WB interaction and/or involvement.

Fellowship Relations Committee

The Fellowship Relations Committee will be responsible for activities associated within our fellowship and service structure, conference policy and procedures, proposed changes to our service structure.

This committee is involved in planning and identification of those areas where world services can assist the fellowship in its service efforts. This may be through the identification of needed article, bulletins, service materials, etc., or training efforts. They will assist the board in the planning and implementation of fellowship development activities, such as the worldwide workshop system if it is adopted.

Publications Committee

The Publications Committee will be responsible for overseeing the development of our fellowship's new literature, while coordinating and prioritizing the translations of existing literature, mindful of the need for conceptual fidelity of translations and literature. The committee will also be responsible for the revisions of existing literature, while serving as a resource for area and regional literature committees and local translations committees.

New Literature

This committee is responsible for updating the literature development plan and the annual translation priorities. The board maintains responsibility for the approval of new recovery material for production that has not been approved by the conference, such as personal stories described in the World Services Translations Policy.

The Personal Story Guidelines are the current policy for writing personal stories for inclusion in the *Little White Book* or the *Basic Text*.

Guardians

These members will serve as a resource to the fellowship, the World Board, and to the World Service Conference. Acting as a kind of "bellwether" ¹ for our fellowship

¹ Bellwether: Refers to the practice of "belling" a member of a flock: indicates "one who takes the lead or initiative."

and for the World Board, the guardians shall address principle-related issues (e.g., NA's Traditions and Concepts) confronting our membership. A group whose responsibilities involve the very core principles of our program, the guardians are charged with the responsibility of moving proactively on such fellowship issues by developing position papers, though they also may provide guidance to our membership on issues as identified by the fellowship as problematic, controversial, and/or topical. This group will also guide the World Board in philosophical discussions that affect the continuation and growth of NA.

This committee identifies and plans for how world services can assist with the types of issues described above. Since all world service activities are guided by NA's core principles, this committee will be made up of experienced board members and may call upon some the fellowships long standing members for assistance. Due to its focus and experience, this committee will be called upon to assist other board committees in many of their activities.