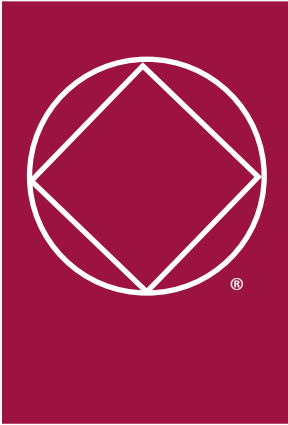# SERVICE SYSTEM
PROPOSALS

MARCH 2011

Service System proposals
Introduction

This is a second draft of the World Board's proposals about the service system. The first draft was released in August 2010. We distributed the first draft proposals as widely as possible: discussed them throughout the United States during five workshops, did sessions at a number of international conventions and zonal forums, mailed them to conference participants, and posted them on the web (www.na.org/servicesystem), along with session profiles for local workshops.

We asked for input until 31 December on the first draft proposals and received input from 63 individuals, 6 groups, 14 ASCs, 27 RSCs, and 18 workshops (not including the 5 NAWS US workshops). The input came from 10 countries: Canada (3 provinces), Finland, Honduras, Mexico, Panama, South Africa, Sweden, the US (30 states), UK, and Venezuela. We reviewed that input together with our experiences at workshops and talking to members and made the decisions that have led to these second draft proposals.

Most of the changes to the proposals could be characterized as more "evolutionary" than "revolutionary." And so in the attached you'll see we've tried to clarify, for instance, the function of an intermediate body. We've elaborated on how an LSU might work and some of the different factors that might make a community opt for the linear or the two-track option. We also added a fifth "foundational principle," collaborative. The notion that all elements of the service system work together to achieve our primary purpose has underpinned our thinking all along, and it seemed right to call out that idea as central to the proposals.

While we do not feel it is necessary, or helpful, at this time to recommend a particular option—linear or two-track—for local services, we are recommending a single seating model. You'll see in the following that we recommend seating based on state/national/province service bodies. We recognize that this model may only be a short-term solution due to the size of the WSC. We will continue to be interested in exploring something like a "zonal" seating model (with the understanding that the "zones" as we now know them might need to be revamped to make such a model workable). At this time, however, state/nation/province seating seems most practical.

Despite our many discussions so far, there is still much we have yet to discuss or clarify in the following proposals. Among the items we know need more clarification and discussion are:

- Fund flow, including how the GSU is funded
- Literature distribution—where will groups buy theer literature?
- Legal issues: corporations, insurance, RSOs
- Synching planning cycles throughout the system
- Who creates intermediate bodies?
- Who determines LSU boundaries?
- How do shared services (committees) work?
- The state/nation issue—e.g., Brazil, Mexico, India, Russia
- Further seating criteria

These proposals are a work-in-progress. If you have any input on any of the above topics or any other aspect of the proposals, please write to the World Board!

This "second draft" should form the basis of conversations that will help shape the material in the *Conference Agenda Report*. At this point, we expect to include a set of "agreements in principle" for decision by the conference. We also expect to be presenting a project plan for some sort of transition workgroup (this project plan would be included in the Conference Approval Track mailing along with the other project plans).

Thank you for your help so far in spreading the word about this project, putting on workshops and talking about ideas in your service bodies, sending us input, and generally trying to help us move forward in this process. We have to work together in a partnership to be successful. Together we can realize our vision. So please, continue to send us your ideas and input about the service system. What kind of improvements can we make to more effectively carry the message?

SERVICE SYSTEM PROJECT
A BRIEF HISTORY

In the decades since the first NA meeting in October 1953 our fellowship has grown from a few groups in the suburbs of Los Angeles, to a global fellowship of over 58,000 meetings every week. As we have grown, the services we provide to help the groups focus on their primary purpose have grown with us.

Today there are over 1,000 area service committees in well over 100 regions. In many ways, we are a picture of success. We are able to carry the message to so many addicts in so many places around the world. But it's past time to take a holistic look at our service structure. We have been applying the same service system to an increasingly diverse set of circumstances, and in many cases, it's not working as well as it could.

For years we have heard about the same challenges in local NA communities: ineffective communication, insufficient resources, frustrated trusted servants, and a poor atmosphere of recovery in our service meetings.

Results from two recent Issue Discussion Topics, Infrastructure and Our Service System, expressed these same struggles and the same goal—to better align our practices with our principles. Of course, for some of us the system we have is working, but for others it is not. *The proposals described in this report are offered in the hopes that they will improve service delivery throughout the system regardless of how well any particular body is or isn't working.* The Service System Project, adopted at the 2008 World Service Conference as a four-year project and renewed at WSC 2010, was proposed as a way to begin to solve some of our problems. The project is taking a look at the service system as a whole and suggesting ideas for changes that could improve our ability to work together to carry the message and achieve our vision.

Our system was designed in the 1970s for a fellowship very different from the Narcotics Anonymous of today. Among other differences, we are:

- Larger, with over 58,000 meetings every week
- Present in more countries than ever before
- Living in societies that have a very different view of addiction and recovery than in the seventies

The inventory and subsequent restructuring of world services in the late 1990s helped NAWS become more effective on a global level, but until now we haven't taken a holistic look at how to improve the system on a local level. The structural part of the service system was created long before the introduction of the Twelve Concepts for NA Service in 1992. Our hope is that the proposed revisions to the service system will bring us closer to some of the principles expressed in the steps, traditions, and concepts.

The 2008 project plan explains that the first task is "to provide framed options and recommendations for discussion by the conference and the fellowship." The first draft proposals released in August 2010 formed the basis for the beginnings of that discussion within the fellowship. We've incorporated some of the ideas we've heard about how to improve the proposals and released this revision—the "second draft" proposals—in March 2011. *We want to continue to emphasize that these are ideas to talk about together, not a set of "finished" models. If we are to succeed in bringing about a fellowshipwide change in NA service we must have a fellowshipwide discussion.*

This degree of global change needs to be organized and coordinated on a global level. Global-level coordination is also the best way to ensure that any proposals are flexible enough to work in every NA community, and practically speaking, there's no other way to implement something like a change in conference seating that may affect regions throughout the world. But of course, the service system belongs to all of us, and cooperation and communication throughout the fellowship are essential for any change to the system to take place. Nothing will change if we don't work together.

For a more detailed account of the history of our service system and of the project, please see the *CAR* 2010 essay on the Service System Project webpage at: **www.na.org/servicesystem**.

Creating a Common Vision

One of the first things we've done is create a "common vision for all NA services." Because our world services vision statement was already embraced by many, we used it as the foundation for "A Vision for NA Service," which was unanimously approved at the 2010 WSC. We hope this common vision will provide a focal point to guide and inspire us in all our service efforts and will become a foundational piece of a revitalized service system.

A Vision for NA Service

All of the efforts of Narcotics Anonymous are inspired by the primary purpose of our groups. Upon this common ground we stand committed.

Our vision is that one day:

- Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;

- Every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service;

- NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery;

- Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

The Basic Elements of a System

As we've reported repeatedly throughout this cycle, we have been thinking of the system in terms of four main components: **structure, process, resources, and people**. All of these should work in harmony to achieve our primary purpose and realize our vision.

We offered ideas on structure first. In some cases structural change may be the most challenging change to implement and we had to start somewhere so that was where we focused in our first draft proposals. Truly, however, it's impossible to completely separate "structural" from "process" ideas in these proposals. For instance, the creation of the GSU, a body devoted solely to group needs, is both a structural and process idea. We know that changes to our processes, the way that we do things in NA service, may have the most profound effect on how successful we are in delivering NA services. This draft of the proposals contains more ideas about processes. Within the description of the Local Service Unit, we outline some ideas about how

planning, leadership, and communication might be improved in local services. We also have included a set of principles that should guide some of the major processes:

Leadership
Communication
Planning
Decision-making
Information management

All of the structural ideas contained in these proposals are grounded in ideas about these sorts of processes; they are a process-driven structure. Form follows function. As we continue to talk together as a fellowship about how to improve our service system, we hope that together we can develop more ideas about how to put these process principles into concrete practice.

Outlining principles is a good start, but we look forward to including more ideas about practices in the future.
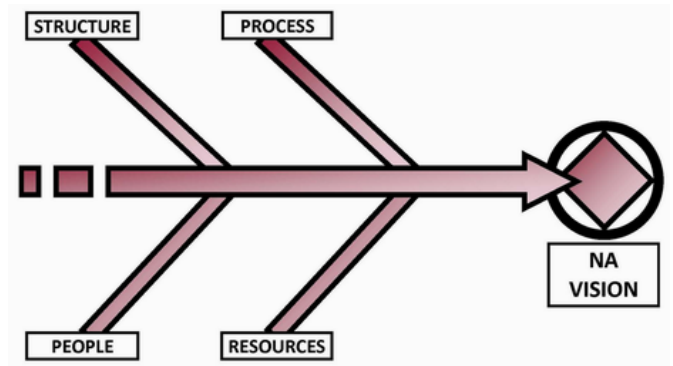

The components of a system

Foundational Principles for a Revitalized Service System

Because NA service must always be guided by spiritual principles, before we began discussing structural change, we spent many meetings talking about the fundamental principles that underpin a successful service system. There are five principles that are foundational to our thinking and common to each of the structural changes proposed:

Collaborative: Successful service provision depends on all the elements of a service system working together toward a common goal. This means that structure, processes, people, and resources must work together, and that components of the system must cooperate both "vertically" and "horizontally" throughout the structure.
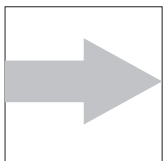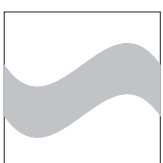
Purpose-driven: Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.
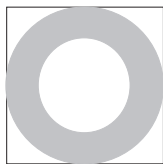
Group-focused: The group support unit (GSU) in each model focuses on aiding the groups in their efforts to carry our message.
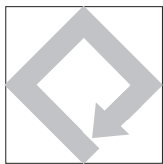
Defined by geographic boundaries: Following established geographic boundaries for our service bodies, where practical, would allow us to interface better with professional and legislative bodies, making it easier for professionals and the general public to find and communicate with us.

Flexible: The proposals contain an idea for optional service bodies, or "intermediate bodies," to answer specific needs if the general GSU-LSU-state / national / province model cannot accommodate distance, density, or language needs in a given community. In a general sense, we feel strongly that form should follow function and want to find a way to ensure that communities have the flexibility to create a structure that works best for them.

EXISTING STRUCTURE

TWO OPTIONS FOR THE PROPOSED NEW STRUCTURE

GROUP LEVEL

GROUP · GROUP · GROUP · GROUP

GROUP · GROUP · GROUP · GROUP

GROUP SUPPORT UNIT

GROUP SUPPORT UNIT

AREA SERVICE COMMITTEE · AREA SERVICE COMMITTEE

LOCAL SERVICE UNIT

AREA SERVICE LEVEL

LOCAL SERVICE LEVEL

_ _ _ _ _ = Not a service delivery body

REGIONAL LEVEL

STATE or NATIONAL LEVEL

Current structure; the ASC is responsible for both group support and local service delivery.
- Groups send a representative to the ASC
- ASC boundaries are often somewhat arbitrary
- ASCs are committee-driven

Proposed new structure; the GSU is dedicated to group support and the LSU is devoted to service provision.
- There are a number of ways delegation can work. The diagram shows both the linear and two-track options
- LSU boundaries are geographic as much as is practical
- LSUs are plan-driven

Current Challenges	GSU Solutions
Groups do not always receive help to deal with specific issues like drug court attendees in meetings.	Group support is its main focus.
Members are often unwilling or apathetic about service.	The GSU is an informal, discussion-based body, open to everyone interested in attending.
There is often a lack of NA unity and a common purpose.	The GSU increases unity within local NA communities by bringing groups together and strengthening their ability to carry the NA message.
Members are not always trained in the basics of service.	It offers an opportunity to introduce new members to service and help them learn about the basic principles of service. The GSU's open atmosphere ideally will help empower, involve, and value each participant, and assist them in their personal growth.

Locally, most area service committees serve dual functions, offering both group support and direct service administration. A small area committee, while providing a forum in which groups can share their experience with one another, often has difficulty administering direct NA services. An especially large committee, on the other hand, may have plenty of money and manpower for direct service administration but be too large to accommodate the kind of sharing that its groups need to support one another.

Guide to Local Service in NA, "The Area Service Committee"

Twelve Concepts for NA Service

To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.

1ST CONCEPT

Since the early days of NA, our service manuals have described the ASC as responsible both to support groups and to provide services. That dual purpose does not always work well in practice, however; often both focuses get slighted. The complexity of some of the services provided by the ASC often prevents groups from receiving the time they need during an area meeting to raise issues that are affecting their ability to carry the message. This can lead to groups feeling that their needs are underserved.

At times some ASCs also encounter difficulties when discussing the practicalities of providing complex services—such as negotiating hotel contracts for conventions and providing PR services to professional bodies—within a service meeting consisting of many members new to service. This can make decision making difficult and cause the area's trusted servants to feel frustrated and unrewarded, and GSRs to feel confused and therefore disconnected from the process.

We all want the same thing—to carry the message to the addict who still suffers—but our current structure seems to make this difficult at times. The aim of the Service System Project is to bring us closer to the ideals expressed in A Vision for NA Service. Revitalizing and evolving local services are a key part of achieving this goal. We hope to:

Twelve Traditions of NA

NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.

9TH TRADITION

- Increase the volume and effectiveness of services we can provide
- Make service a more rewarding process
- Increase unity throughout NA
- Improve NA's reputation as a viable program of recovery

The proposed group support unit (GSU) and local service unit (LSU) divide the responsibilities of our current ASCs. ***Each unit has one main focus: The GSU is devoted to group support and the LSU to providing local services.*** In the language of our foundational principles, these are purpose-driven bodies, and having a better defined purpose increases the chance of each successfully fulfilling its responsibilities.

The Group Support Unit—Carrying the Message

Group-focused: The group support unit (GSU) in each model focuses on aiding the groups in their efforts to carry our message.

The NA group will always be the single most effective way we have as a fellowship of carrying the message. Many of our fellowship discussion topics over the last few conference cycles have centered on strengthening groups. All too often in our current service structure, however, groups feel unsupported, like they have nowhere to go to talk about the issues most immediately affecting them.

The GSU is intended to help groups better carry the message within their meetings by separating out the group support function from the "business" of NA. The GSU gives groups the opportunity to share problems they may be encountering and to seek solutions from each other, while avoiding the distraction of discussions about complex services provided outside the group. By functioning as a discussion-based gathering of the local NA community, the GSU will offer an attractive alternative that complements the other more business-oriented service meetings.

The GSU may or may not send a delegate to the LSU, depending on what strutural option works best for groups in the local NA community. One size does not fit all and these proposals are intended to be flexible to best meet the needs of a given community. The section below titled "Linear and Two-track" offers more ideas on these options. Whatever option is chosen the GSU is not intended to be another level of service. Some of the kinds of things that happen at GSU meetings include:

- Informal training and mentoring
- Discussion of group issues, group sharing— no business
- Welcoming and outreach to new groups and members
- Orientation and introduction to service (recovery literature and service literature, traditions, concepts, etc.)
- Informal information sharing (e.g., upcoming events, LSU activities, new literature items, NAWS issues topics)
- In some instances or circumstances, GSUs may be asked to be involved in some service delivery (e.g., putting up PI flyers in the community).

Size and Attendance

GSU attendance is open: Groups send a delegate and any interested member can come as well. In some cases, a community may decide to send a liaison from the LSU or to make a special effort to invite "veteran" service members or members with expertise in a particular area. Those kinds of invitations are at the discretion of a local community; what is consistent regardless, is that groups send a trusted servant and that anyone who wants to attend is welcome. The GSU is intended to be a "neighborhood" sized body firmly rooted in its local recovery community. Typically a number of GSUs will be found in the geographic area of the LSU. The exact relationship between the GSU and LSU will vary according

to local conditions. In many cases, GSUs would be smaller and more locally based than some existing ASCs and so attendance may mean less travelling for group delegates.

The LSU on the other hand has the focus of delivering services, and therefore is, where possible and practical, sized to conform with recognized boundaries such as counties, townships, and so on.

The GSU has a less formal atmosphere than found in many current service meetings. Structure and procedures should also be as informal as possible. The GSU meeting will not only assist groups, but will also serve to introduce new members to the basic principles of service. Our hope is that an improved atmosphere will encourage more members to attend, both experienced members and those new to service, and prepare them to serve at other service bodies.

> *The primary purpose of an NA group is to carry the message of recovery to the addict who still suffers....The group is the primary vehicle by which our message is carried. It provides a setting in which a newcomer can identify with recovering addicts and find an atmosphere of recovery.*
>
> *The Group Booklet*

Administration of the GSU

There are a number of different options for administering a GSU. Recovery groups could take turns hosting the group support unit, or the LSU could play some part in administering or hosting the GSU, or there could be some sort of administrative component within the GSU itself. The key is to keep it simple and informal and to keep the GSU focused on group support as much as possible and not on its own administration. There should be a format for the meeting but not much structure. In essence, it doesn't have to be much more or less formal than a recovery meeting. There should be a facilitator, but that function can rotate or be a consistent person, whatever makes the most sense for the GSU and provides the least amount of administrative distraction.

Options for the GSU:
Linear, Two-track, and Combinations

In our first draft proposals we outlined two possible options for the relationship between the GSU and LSU: the two-track option and the linear option. These two options allow groups to choose *either* to send a delegate from their GSU to the local services planning conference and assembly (the linear option), or to send a delegate to *both* the GSU meeting and the local services conference and assembly (the two-track option). Initially we had thought maybe we would be able to

Twelve Traditions of NA
Each group has but one primary purpos—to carry the message to the addict who still suffers.

5TH TRADITION

narrow down the options and simply suggest one configuration in these second draft proposals, but after discussing the options at workshops and receiving input from many members, we realize that each community has different needs and the linear model may fit one community better, but the two-track model might work better for another community, and some adaptation of the two may work best for a third. At this time, we don't feel like it would be necessary or helpful to recommend one particular option over the other. What seems most crucial to us is to forward the idea that a body, the GSU, be clearly focused on the group.

Linear Option: The linear option makes the GSU a part of the "delegation stream" between the group and the rest of the NA service structure. The GSU would have the responsibility of selecting a delegate to attend the LSU. We call it the "delegation stream" because delegation (selecting a trusted servant to attend on behalf of the group or GSU) is what connects the group to the LSU, the LSU to the state/nation/province service body, and the state/nation/province body to the global level of NA. This is how the group's voice is heard and how it impacts the decision-making process. Resources and information flow back and forth across the delegation stream, and careful delegation allows for services to be accountable to groups.

The advantages to the linear model are that a group need only send a trusted servant to one body, the GSU. It's also possible that the GSU will function better as a kind of training ground or orientation to the sort of service provided at the LSU if it's within the delegation stream. This close connection to the LSU, however, is one of the disadvantages as well. It's possible for the focus of the GSU to shift when the GSU is responsible to select a delegate and carry information back and forth from the LSU. Care must be taken to limit the GSU's "business" to choosing the delegate and discussing whatever information and ideas they bring back from the LSU meeting. This is to ensure the GSU retains its primary purpose of group support. Depending on how the LSU is set up and how communication functions in the community, it's also possible that the linear option may make the groups feels more distant from the LSU, the body that provides services on their behalf.

Two-track Option: In the two-track option, the group sends a delegate to both the GSU and the LSU. Perhaps the biggest advantage to this option is that the GSU would be able to focus solely on discussing group issues and would not need to send a delegate to the LSU. This would preserve the simplicity of the GSU meeting. The disadvantage, however, is that groups would also have to find a delegate to attend the LSU meeting, or ask the same person to attend both the GSU and the LSU. If the LSU meeting is a planning conference that happens three or four times a year as outlined below, rather than a monthly or bimonthly meeting, that may make it less daunting for groups to send a trusted servant to both the LSU and GSU. Certainly the decision whether to opt for a two-track or linear option should be made in relation to the whole system of service. Having a group delegate at a local planning conference three or four times a year is a different prospect than sending a trusted servant from the group to an ASC once a month, as is the practice in many places now.

Variations: Some communities may decide to have GSU meetings less often (every other month instead of every month) to ease the strain on human resources. Small communities may even decide to alternate GSU meetings and LSU meetings, or to devote the first half of a service meeting to the GSU and the second half to the LSU. In most places, there will be several GSUs for each LSU,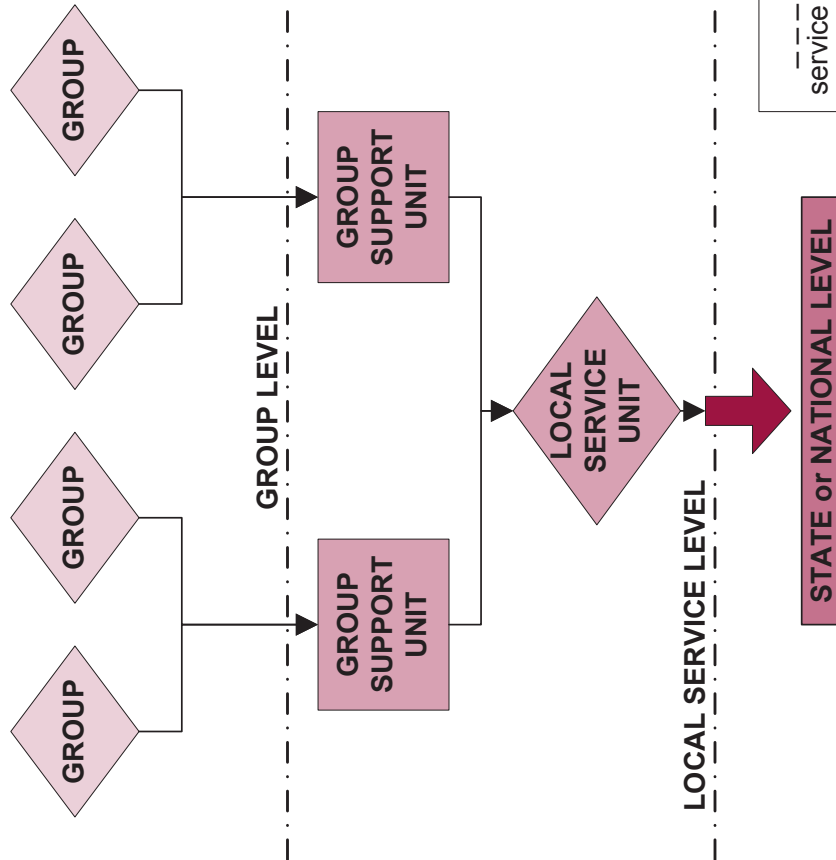 but in the rare case of small or rural communities, the populations may be roughly the same. In a rural part of a state where there are, for instance, eight meetings in a given county, those same eight meetings may gather to coordinate county-wide services and to discuss group needs. It's important to note that this would be exceptional.

Regardless of which option a community chooses, two ways to improve communication and strengthen the link between the group and the service structure are to utilize technology and to attend the annual assembly. Throughout the system, we could use information technology (IT) more effectively to distribute information and discuss ideas. And the annual planning assembly described below offers a forum for all interested members in a local community to gather and discuss issues and set priorities; both groups and GSUs would send a delegate to the planning assembly.

2ND CONCEPT

Twelve Concepts for NA Service
The final responsibility and authority for NA services rests with the NA groups.
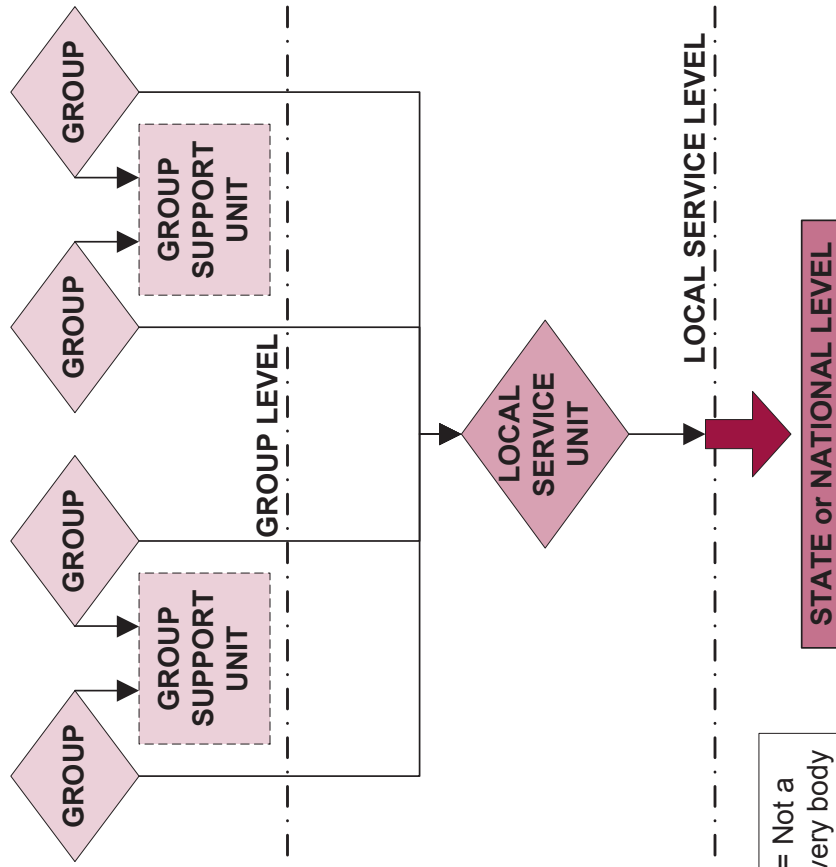
PROPOSED NEW STRUCTURE
Two-track Option

One of the foundational principles of the proposals is flexibility. There are two different options for the configuration of groups, GSUs, and LSUs.

GROUP

GROUP

GROUP

GROUP

GROUP SUPPORT UNIT

GROUP SUPPORT UNIT

GROUP LEVEL

LOCAL SERVICE UNIT

LOCAL SERVICE LEVEL

STATE or NATIONAL LEVEL

In the two-track model, groups send a delegate to both the GSU and LSU. This ensures that the GSU is focused purely on group support but it means that the GSU and LSU must alternate meetings and/or the groups must find two delegates to send.

– – – = Not a service delivery body

PROPOSED NEW STRUCTURE
Linear Option

GROUP

GROUP

GROUP

GROUP

GROUP SUPPORT UNIT

GROUP SUPPORT UNIT

GROUP LEVEL

LOCAL SERVICE UNIT

LOCAL SERVICE LEVEL

STATE or NATIONAL LEVEL

In the linear model, groups send a delegate to the GSU, which in turn sends one to the LSU. This helps the GSU function as a training program of sorts to let interested members get their feet wet with service, learn the "language" and how to relate to others in a meeting with this sort of focus. A potential disadvantage is that this option separates the groups further from the body (the LSU) that provides services on their behalf.

The Local Service Unit—Effective Service Delivery
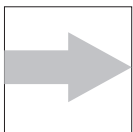
Purpose-driven: Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.

The LSU is the "workhorse" of the service system with the responsibility of carrying the message outside of NA meetings. The greatest number of NA members is involved in services at this level. The LSU will have the responsibility to deliver the bulk of local services, and groups will remain responsible for funding services through contributions to the LSU.

The LSU would utilize a strategic planning process, and services would be delivered through a mix of project-based workgroups and ongoing or routine services (see below for some examples); form should follow function. Wherever possible, decisions at the LSU will be made using a consensus-based process instead of motions, making it a more inclusive and attractive service body. (For a list of LSU functions, see Appendix 1.)

A planning process allows for more effective use of our most precious resource—people. For one thing, utilizing a planning process and organizing service bodies according to geographic boundaries should reduce the amount of service duplication. Better planning would allow us to provide the same amount of services with less labor (fewer human-hours). For another thing, resource pools of experienced, qualified, and available members can be organized to provide the necessary human resources for projects and ongoing services. In this way we can retain the skills our members acquire through their service experience and continue to make them available for NA service. A service project with a short life span may be more attractive to members who are currently unable or unwilling to commit to attending a subcommittee meeting every month for a year or more, but may still have vital and useful experience to offer.
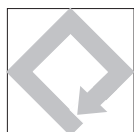
Defined by geographic boundaries: Following established geographic boundaries for our service bodies where practical would allow us to better interface with professional and legislative bodies, making it easier for professionals and the general public to find and communicate with us.

Size and Attendance

Wherever possible and practical, the LSU will conform to a recognized geographic boundary such as a county, town, or borough. In this way, the LSU will be best equipped to provide services within its community by connecting easily with professional and government bodies that interact most frequently with addicts. These sorts of established boundaries will, crucially, make it easier for addicts to find our meetings.

Ideally, the LSU will consist of members whose experience in service might better prepare them to deal with the sometimes complex issues encountered at this level. Attendance will be open to all, but the LSU is intended to be an efficient service body with a focus on planning and service provision. The LSU will also serve as a communication and delegation link between the groups and the rest of the fellowship by sending a delegate to the state/national/prov-ince service body. Services will be delivered by a mixture of ongoing work and projects, each of which will have a coordinator who is a member of the LSU and reports to it. The LSU will also consist of planning conferences attended by delegates from the group or GSU, and of an administrative board with the responsibility to organize and facilitate the LSU meeting. The planning conferences may be attended by any interested members, with the level of participation being determined by the LSU itself using the principles in the traditions and concepts as guidance. The annual assembly should try to draw from as wide a range of experience as possible.

LSU Composition

The local service unit is comprised of a local service board and a regular (three to four times a year) planning conference, including an annual planning assembly event.

2ND TRADITION

Twelve Traditions of NA
For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.

Local Service Board (LSB)
- Includes chair, vice chair, treasurer, secretary, delegate(s), and service coordinators for essential services
- Meets monthly or as needed
- Oversees workgroups and routine services; coordinates the planning assemblies; develops budget and strategic plan to be reviewed, input, and approved by the planning conference; helps ensure established priorities are carried out; maintains external relationships; sends a delegate to the next level of service. (For a more complete list of LSU functions, see Appendix 1.)

Examples of routine services overseen by the board:
- H&I panels
- Phonelines
- Literature supply
- Meeting lists

Examples of project-based services that would be formed as part of strategic planning process:
- PR work like having a booth at a professional event Fellowship activities like picnics and unity days
- Conventions
- Communications improvements like creating report templates or improving use of technology

Planning Conference
- Consists of group and/or GSU delegates, LSB members, project coordinators, and interested members
- Meets three to four times a year
- Starts with an annual assembly (see below) to gather input and set planning goals. Planning conferences follow the stages of the planning cycle. They are used to prioritize, approve workgroups and a budget created by the LSB, monitor and report, change direction as necessary, evaluate service delivery, and elect the board.
- There may also be training sessions and a session for interfacing with the intermediate, state/national, and world services levels (like a CAR workshop).
- As throughout the system, decisions will be made by consensus where possible.

Annual Assembly
- The annual assembly is a planning event that gathers input from everyone to set service priorities (like our environmental scan on a world service level).
- It consists of everyone who attends the quarterly/triannual planning conference. All interested members are encouraged to attend.

Twelve Concepts for NA Service
All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision making processes.

7TH CONCEPT

Current Challenges	LSU Solutions
Many members are unwilling to serve on subcommittees, meaning we have too few trusted servants.	Project-based service provision is more attractive to some members.
The atmosphere in some service meetings is off-putting.	Where possible consensus-based decision making is used rather than motions.
Complex service decisions are often made by inexperienced trusted servants.	Separates "NA business" from group concerns allowing the business to be carried out by members who may have already been exposed to the basics of service and received some service mentorship at the GSU.

One of the pieces of feedback we heard most consistently about the first draft proposals was that it was difficult to understand what was intended by the "intermediate bodies": why were they proposed and what function do they fulfill?

Flexible: The proposals contain an idea for optional service bodies, or "intermediate bodies," to answer specific needs if the general GSU-LSU-state / national / province model cannot accommodate distance, density, or language needs in a given community. In a general sense, we feel strongly that form should follow function and want to find a way to ensure that communities have the flexibility to create a structure that works best for them.

Meeting the Needs of a Diverse Fellowship

Perhaps the simplest way to think of intermediate bodies is that they are created to meet needs of density or distance or language. In essence, they would span a gap between one level of service and the next in places where the NA community is densely populated, such as New York, or where the distances are great, such as Texas, or in places where the population is bilingual, such as Montreal.

In our existing system, some NA communities are rural and the population is far-flung. Travel to service meetings can be prohibitive because of time and money. Other NA communities are very densely populated and service bodies are large and difficult to manage. Our current structure presents a limited number of options for forming new service bodies to answer these issues. **Intermediate bodies are intended to help offer new ways to structure our services that best suit a community's individual needs.** They occupy the space in between existing service bodies, like extra "pieces of the accordion" making it possible to maintain geographic boundaries within service bodies where practical but still accommodate variables of distance, density, and shared language.

Intermediate bodies are within the delegation stream. Primarily they serve to facilitate communications and share experience, although they may also deliver some services when appropriate. While it may be tempting to rename an existing service body an "intermediate body" to minimize the impact of restructuring, that's not the spirit of the proposals. A clear need must be established to create an intermediate body. Most communities will not have a need to create an intermediate body.

Intermediate bodies would most commonly be created when a group of neighboring LSUs wants to come together to send a delegate to the state/national/province body. This may be a practical option for densely populated communities where attendance by a delegate from every LSU would make the state or national meeting too large and consume excessive resources. This may also help in large states or countries or places where the community is largely rural and the distance between LSUs and the state or national service body meeting is long.

Intermediate bodies might also be formed when groups that speak a minority language wish to come together and connect with the larger NA community by sending a bilingual delegate to the LSU.

> **Twelve Concepts for NA Service**
> Our service structure depends on the integrity and effectiveness of our communications.
> **8TH CONCEPT**

> **5TH CONCEPT**
> **Twelve Concepts for NA Service**
> For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.

Shared Services Body

In our current system some ASCs group together to share resources and deliver services with each other, for example, a meeting list that covers more than one area. A body of this type does not send a delegate on to the next level of service. Some communities have experienced difficulties with accountability with service bodies of this type as they are essentially responsible to two different ASCs. We have not yet addressed this type of service as part of the project.

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Intermediate bodies are not created to provide shared services outside of the delegation stream. They are not the same as zones, metros, or shared service bodies. We acknowledge the need to explain how shared services will function in the new system and hope that some of you who have experience with shared services share your experience with us.

PROPOSED NEW STRUCTURE
### Intermediate Body

The intermediate body is a flexible "accordion" piece to be inserted in the system where needed (because of density, distance, or other factors)

LOCAL SERVICE UNIT

LOCAL SERVICE UNIT

LOCAL SERVICE UNIT

INTERMEDIATE BODY

LOCAL SERVICE LEVEL

STATE or NATIONAL LEVEL

Where practical, several LSUs could send a single representative to the state or national body. Typically this would be to save travel resources or to keep the state or national body manageably sized.

Current Challenges	Intermediate Body Solutions
Travel to service meetings is often challenging in large countries or states where the distances are large	An Intermediate body can function as a "way station" allowing several LSUs to meet and send a single delegate to the state, nation, or province
Service meetings in densely populated areas are often too large	Urban LSUs can form an intermediate body to send a single delegate to the state/nation/province service body, saving resources and preventing the service body from being too large

STATE/NATIONAL/PROVINCE SERVICES
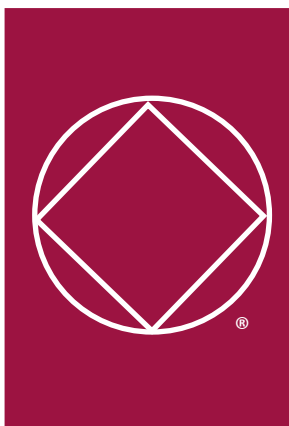
A service body at this level could consist of a recognized state, province, or country (or a number of these grouped together) following geographic boundaries that are already established in society. **For many communities this will not alter anything, while for others this will represent a fundamental change.**
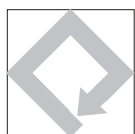
Defined by geographic boundaries: Following established geographic boundaries for our service bodies where practical would allow us to better interface with professional and legislative bodies, making it easier for professionals and the general public to find and communicate with us.

Making Better Boundaries

The move from our current piecemeal structure of service body boundaries represents one of the major structural changes in the proposed revisions to the service system. If we, as a fellowship, decide to move forward with these changes, we will need to discuss how to most easily reunite some of our existing regions. We currently too often structure ourselves according to our personal desires, rather than the need to deliver services more effectively and better carry a message. Convenience, resentment, and inertia are frequently our guiding principles when deciding where to draw a boundary, or whether to maintain one. Services are, at times, directly impeded by some of the boundaries we are currently working with as a fellowship. For example, a service body that consists of only part of a state will not be able to interact as effectively with a statewide professional body as would a service body that consists of the whole state.

Fortunately, this is not the case for the majority of presently existing regions. More than half of the US states are comprised of a single region, and the vast majority of countries outside the US are similarly composed. While restructuring will be a significant challenge for some regions, should we as a fellowship decide to move in this direction, most regions are already shaped by geographic boundaries.

One of the main aims of re-forming our boundaries is more effective public relations services, made possible when our service bodies match up with the professional and governmental bodies that interact with addicts. It will be much easier for the public and for potential members to find us and for us to communicate with them if we have more recognizable boundaries and names for our service bodies.

A body that follows an externally established boundary will also have the clear responsibility to try to provide services to all parts of the area it covers. Our current structure tends to focus service provision in the areas where NA already exists, rather than encouraging outreach and fellowship development.

While the LSU does provide the majority of local services, some service provision makes sense to coordinate on a statewide or national level—in particular, some public relations functions as well as coordination of service provision at the LSU level. (See Appendix 2 for a more complete list of some of the functions of a service body at the state/national/province level.) Examples of these are:

- Interacting with statewide government and professional bodies
- Organizing assemblies and conventions
- Coordinating centralized resources like phonelines, websites, service offices, and liability and event insurance
- Providing a communication link between the WSC and local NA communities

As with the local service level, much of the actual service work will be carried out by a combination of project workgroups and coordinators for specific areas of service. Many of the services provided by a state, province, or national body would require specific skills, training, and experience outside what we all gain as recovering addicts. These are acquired through service and our professional lives, and are enhanced by qualities that we may naturally possess. Not all of us are suitable for every commitment within NA, but there is a commitment for every NA member.

Collaborative: Successful service provision depends on all the elements of a service system working together toward a common goal. This means that structure, processes, people, and resources must work together, and that components of the system must cooperate both "vertically" and "horizontally" throughout the structure.

Size and Attendance

The state/national/province service body will consist of delegates from the LSUs, an administrative body to organize and facilitate the meeting, any necessary service and project coordinators, and any interested members. As with the LSU, participation will be determined by the service body itself and decisions will be made by consensus whenever possible.

Typically this type of service body will consist of an entire state, province, or country. It's important to note that the terms "state" and "province" may be applied to more than just US states and Canadian provinces. Some type of "state" approach to service bodies may be applicable to countries such as Brazil, Russia, Mexico, and India that currently have many meetings and multiple regions within their national borders. At the same time it may be practical to combine small states in places such as New England, for example. The principle of flexibility allows states, provinces, or nations to join together to form a single service unit if it makes sense in terms of service provision and use of resources. Also some border communities may be better served by joining a neighboring state, province, or country if doing so makes service provision more practical and is a more efficient use of resources. We know that the terms "state," "nation," and "province" could benefit from clarification: When is a state a state and a nation a nation? This is a level of definition that we have not yet discussed in detail.
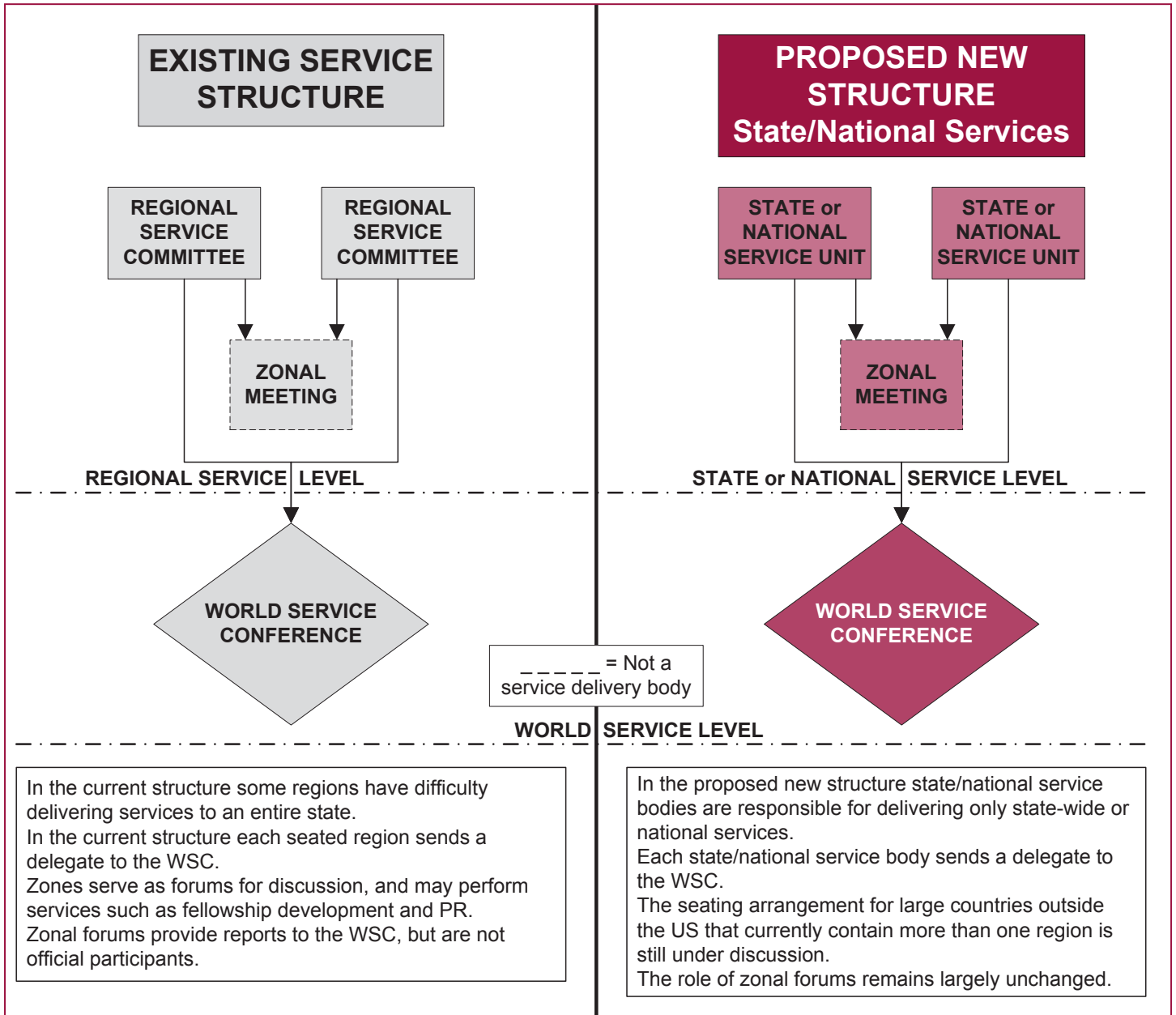
Zones

These proposals do not address the possibility of changing the role of zones at this time. At present zones fill a variety of functions ranging from informal gatherings for delegates to share resources and experience to service bodies that are involved with public relations and/or fellowship development. The level of formality and the handling of funds also vary greatly from zone to zone. We have not devoted any substantial time to the discussion of zones and therefore have no recommendations for change at the time of these second draft proposals.

Twelve Traditions of NA
Our common welfare should come first; personal recovery depends on NA unity.

1ST TRADITION

Current Challenges	State/National/Province Body Solutions
Unclear service body boundaries make public relations with state-, province-, or country-wide professional and government bodies difficult to coordinate.	Using existing geographic boundaries to establish service body boundaries makes communication with the public much easier and makes it easier for addicts to find NA.
There are often underserved areas in our current regions.	State/nation/province service bodies will be responsible for services that affect the whole of the state, ensuring that all areas are served.
Services, such as websites, are frequently duplicated creating confusion in service provision and inefficient use of resources.	Having one service body to cover the state, nation, or province will help eliminate some of the duplication of efforts.

EXISTING SERVICE STRUCTURE

PROPOSED NEW STRUCTURE
State/National Services

REGIONAL SERVICE COMMITTEE	REGIONAL SERVICE COMMITTEE

ZONAL MEETING

REGIONAL SERVICE LEVEL

WORLD SERVICE CONFERENCE

_ _ _ _ _ = Not a
service delivery body

WORLD SERVICE LEVEL

STATE or NATIONAL SERVICE UNIT	STATE or NATIONAL SERVICE UNIT

ZONAL MEETING

STATE or NATIONAL SERVICE LEVEL

WORLD SERVICE CONFERENCE

In the current structure some regions have difficulty delivering services to an entire state.
In the current structure each seated region sends a delegate to the WSC.
Zones serve as forums for discussion, and may perform services such as fellowship development and PR.
Zonal forums provide reports to the WSC, but are not official participants.

In the proposed new structure state/national service bodies are responsible for delivering only state-wide or national services.
Each state/national service body sends a delegate to the WSC.
The seating arrangement for large countries outside the US that currently contain more than one region is still under discussion.
The role of zonal forums remains largely unchanged.

Current Challenges	Seating Solutions
Growth of the WSC is not limited, creating resource and manageability problems.	An upper limit of seated communities is set by the number of existing state, national, and provincial bodies.
There are no consistently applied seating criteria.	Objective criteria are used to establish eligibility before any other criteria are examined, removing the personal element of seating decisions.
There is a perceived inequality between US and other countries.	The number of US delegates will be reduced.
The lack of clear seating criteria is one factor that can encourage regional splits, which impacts our ability to deliver services and reach addicts.	State/nation/province seating will encourage regional reunification.

The question of how to determine who is seated at the WSC can arouse some strong feelings. The belief that "you're a region when you say you are" and are therefore entitled to a seat at the WSC is a part of our history and has underpinned the formation and seating of many of our current regions.

As we have grown internationally and seated increasing numbers of regions, the shortcomings to our approach to seating have become obvious. The unrestrained growth of the WSC creates a financial handship and makes it difficult to facilitate such a large event.

Despite discussing these challenges for several cycles, we have so far been unable to create seating criteria that are applied uniformly to every seating candidate and that everyone feels are fair and thorough. In an effort to move forward, and as part of the wider Service System Project, we offered two basic options for seating in the first draft proposals we released in 2010: a zonal seating option and a state/national/province seating option. After further discussions as a board and throughout the fellowship, we have determined to limit our recommendation to a state/national/province seating model in these second draft proposals. We recognize that this model may become impractical at some point due to the size of the WSC, and we will continue to be interested in exploring something like a "zonal" seating model (with the understanding that the "zones" as we now know them might need to be revamped to make such a model workable). At this time, however, state/nation/province seating seems most practical.

State/National/Province Seating

Put simply, this model means that state/national/province service bodies would be seated at the WSC. Each body will elect a delegate to participate in the conference. This model allows us to continue to seat new NA communities while restricting the seating of new service bodies formed from already represented communities. The foundational principle of a flexible system allows for several smaller states or countries to continue to join together for the purpose of sending a delegate to the WSC, as well as provide services if it is more effective and efficient to do it this way.

Seating according to this criterion will not represent a difference for the majority of conference participants, but for those it does affect it will represent a significant change. Many of our current regions will have to re-form as single states, or meet as intermediate bodies to deal with conference business. Hopefully meeting as an entire state, province, or country would also be seen as an opportunity to provide state-, province-, or countrywide services.

Using recognized, established geographic boundaries will give us a clear requirement upon which to base seating eligibility, and relieve us of at least part of the often emotionally based process of deciding who should, and should not, be seated.

We will still need to create some additional criteria for seating, including but not limited to better defining "state" and "nation" (see the previous section of this report). We expect we will need some way to deal with very large countries and groups of small countries that are closely associated with each other, for instance. In addition, we would expect to retain some kind of criteria requiring seated bodies to have a minimum amount of service provision experience.

Seating according to state/nation/province would slow the growth of the WSC. If there is a need to further reduce the size of the conference, no longer including alternates at the conference is one option the conference has available to them that is not elaborated on here.
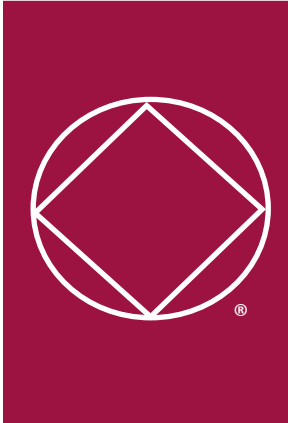
We have promised more information about processes in this revision of the Service System Proposals. Among the processes we have talked about are:

Communication   **Leadership**   **Planning**
Decision-making   **Information management**

We have, over the course of the last few cycles, made real progress in outlining some concrete changes for processes such as planning and decision-making. For instance, we have added material to the *Guide to World Services in NA* on consensus-based decision making and we have continued to improve the World Service Conference in this regard. In terms of planning, we have come out with the Area Planning Tool and are working on a Planning Basics guide. But in the case of many other processes, perhaps most notably leadership and communication, the systemic changes we will need to make are so fundamental and wide reaching it seemed wise to take a step back from concrete, detailed suggestions and come to a shared agreement on the principles of a healthy system.

The following sections outline some of those principles. If we can agree upon these as our fundamentals, we can begin to detail more of the specifics of how these processes will work in the system in the future.

INTERNAL COMMUNICATION

Communication continues to be vexing throughout the NA service system. Our current system is antiquated in many ways and functions more as a delegation stream than a communication stream. The change from a passive to an active communication system will involve all aspects of the service system. Because so much work has been done recently on external communications (i.e., the *PR Handbook*) we are focused here mostly on internal communication—communication within NA.

Some principles that should guide communication in an effective service system (with some examples of possible ways to realize the principles underneath):

Collaborative: *Members need to have a sense of ownership*
- Rotate location of service meetings, a well established, successful practice used by some existing regions and areas.

Reinforce the big picture: *Communications need to be better tied to vision and a cyclical planning cycle. Currently they are tied to representation and administrative detail*
- Make sure everyone has a sense of how the strategic plan relates to them.
- Emphasize the interconnectivity of our service delivery in the local community. Think Global but act Local.

Responsive: *Groups have to be able to express their needs and be aware of what service bodies are doing on their behalf to answer these needs. Communication is a two-way street. We must learn to "communicate out" better at all levels of service, and also to listen better and improve tools to collect information and hear groups and members.*
- Involve groups in the environmental scanning, prioritization, and evaluation phases of the planning process.

Relevant: *Make communication more relevant to members*
- Give people tools to better process and distill information.
- "Push" information when possible, making it easier for people to receive it rather than having to go find it.
- Make standardized, up-to-date, and easily updatable information (e.g., meeting lists and maps) available online through a central (state or country-level) website.

Accessible: *Broaden the channels of communication: There should be additional ways to communicate aside from within the delegation stream*
- The LSU could have a "communications coordinator" that talks to all nodes in the system.
- Could better utilize technology: econferences, a social network of some kind, enewsletters, cell technology including phone apps., podcasting for training ing modules and other communication needs, and so on.

- Could utilize local service conferences or assemblies as a way to better communicate. Instead of monthly meetings mainly dominated by reports, local planning conferences could be less frequent daylong events that include workshops and maybe even a speaker and dance, in addition to the planning activities for local service delivery.

Clear: *Processes need to be clear; processes and roles should be well defined*
- Create some sort of calendar for the planning cycle so trusted servants know better what is expected of them when it comes to delivering and receiving information. Such a calendar could include key dates for projects and events, such as projected review and input periods for literature projects and WCNA pre-registration dates. Individual communities could incorporate dates relevant to the services they provide on a local level.
- Synch planning cycles across the system.

Targeted: *Communication should be better tailored to different "audiences"—we should better consider what we communicate, how, and to whom. Everyone doesn't need (or want) to know everything. People should understand what the priorities are and how they pertain to their part.*
- "Push" communication; don't just have a passive communication stream.
- Build repositories of information and drive people to them.

Consistent: *Yet, there should be some uniformity in how we communicate across the system*
- Utilize templates throughout the service system (e.g., for reports and newsletters).
- Archive communications.

Coordinated: *The function of training, oversight, and standards for communication needs to be coordinated at each level of service. Currently that function is not covered in any way right now.*
- Oversee communication within a service body and train people in communication skills. (Could be a good use of experienced members.)

Four Components of a Leadership Development System:
1. Identification
2. Development
3. Training
4. Coordination of talent

Principles that an Effective Leadership Development System Should Embody: (with some examples)

Proactive: *More active leadership identification and development on a local level, including diligence in selecting members that have leadership qualities as outlined in the Fourth Concept*
- Methods of leadership identification(e.g., nominations) should not be exclusively self-selecting.

Confidential: *Should use confidential, but not necessarily anonymous selection processes*
- Could use a database or pool.
- Could use a team of people on the state or local level to help identify leaders.

Matches talent to task: *Use the different talents our members possess and find a place where they can best serve NA. Nurture people's best qualities rather than challenge them to prove themselves again and again.*
- Utilize online service resumes in advance of elections. Could utilize a template like the WPIF that was adaptable to different levels of service or different communities.
- Utilize non-technological methods as well: Use members to talk about matching talent to task. Tailor strategies to the needs of different service bodies or levels. Online resumes may work better at the level of the state/nation/province where you would expect people with more service experience and who are used to more complicated systems.
- Clearly explain the duties and qualifications for trusted servant positions.

Egalitarian: *Values all service contributions not just those that have titles attached, and values people at all experience levels. Works to retain prior leaders.*
- Award certificates of participation.
- Provide opportunities to learn and serve outside of formal positions.
- Formal positions are where people who can coordinate services should be in place. Ideally, many more people will be working at service than coordinating services.
- Could use prior leaders in primary role in training or mentoring systems or in nominating committees of some kind.

Planning

These second draft service structure proposals offer some concrete ideas about how planning would take place in the system, particularly at the LSU level. Here we mention some of the principles that guide those processes. We have already made great progress in NA in improving our planning. This document is meant to complement the material in both *Planning Basics* and the *Public Relations Handbook*.

Planning Before Personalities: Basic Principles of Planning

Fosters Unity: *We increase our unity by cooperating to fulfill our common primary purpose. Tradition One, in* It Works: How and Why *explains, "Working together for our mutual well-being is a significant source of unity in Narcotics Anonymous."*

Anonymous: *Anonymity means that each NA member is equal in their membership and opportunity to recover. Everyone's input is valued, and no one person knows as much as all of us do together. We can put this principle into action by using an objective planning process to provide direction to our service bodies. This direction comes from our combined experience rather than individual opinion.*

Collaborative: *Planning services is a task we work on together, embracing the ideals of anonymity and unity. Not only do we personally benefit from collaborating in NA service, but the services we provide benefit from our efforts when we work together.*

Proactive: *Ideally, planning is a proactive process intended to help us deal with issues before they become problems. Dealing with issues early on is often more effective both in terms of outcome and use of resources.*

Purpose-driven: *A clear understanding of purpose lends structure and direction to our service system. By clearly defining and prioritizing the needs to be addressed, and by clarifying the functions of each service body and the roles and responsibilities of the trusted servants involved, planning can help us to maintain a system that is responsive to our needs.*

Effective: *Planning helps to increase both the effectiveness and the efficiency of the services we can provide. It also helps us to better manage our fellowship's resources.*

Sustainable: *Action plans formed as a result of a regular strategic planning process need to take into account our available resources, both human and financial. Services should rely on a stable source of income, such as member contributions, rather than fundraising activities that are vulnerable to unforeseen circumstances.*

Consistent: *The depth and complexity of planning processes will vary according to the service body performing them. Whether planning takes place as part of our home group's inventory or the NAWS strategic plan, the same basic process and principles apply.*

Inclusive: *An accessible planning process uses methods such as scanning and brainstorming, encouraging a broad base of participation and enabling all viewpoints and ideas to be heard. The principles of open-mindedness and tolerance also help us to consider all information and viewpoints carefully.*

Honest: *A key element of planning is regularly evaluating and measuring the services we deliver to help us determine where changes are required. These may be based on changes in requirements, available resources, or the external environment. Honesty also encourages flexibility and scalability when the need arises to modify our services.*

Group-focused: *By gathering information on group issues from group trusted servants, group support meetings, and any other available sources, planning ensures the service system considers group needs.*

Decision-making

What Do We Really Mean By Decision Making?

Decision-making in NA can be as simple as an informal discussion among group members over changes to a meeting's format, or as complex as approving the NAWS budget and project plans for a service cycle. Whatever the scale of the decision, the same recovery principles guide the process. Decision-making is a collaborative effort. We work together to decide what is best for NA, both on the local level and for NA as a whole.

Decision-making usually involves more than a simple show of hands. Often the actual decision is just one stage of the process. We begin by gathering information and experience to help us make informed decisions. We then take the time to discuss ideas and share perspectives. By preparing in this way we can ensure that our decisions support our Vision and are in harmony with our principles.

The process does not end once a decision is made. There is a responsibility to clearly communicate and explain the details of the decision to those who are affected by it. In this way we can honor the principle of accountability and help to ensure both trust and support for the decisions we make.

Basic Principles of Decision Making
(with some examples of how these can be realized)

Trustworthy: *Without trust there is little chance that a decision-making process will be effective. How we achieve and nurture trust is dependent on certain key practices.*
- Carefully select our trusted servants, paying attention to both personal qualities and relevant skills.
- Communicate the nature and implications of decisions clearly and fully, using a variety of methods.
- Provide opportunities for all members to participate in some way in the decision making process.

Accountable: *Service bodies are accountable to the groups that create and support them. This does not necessarily mean the groups must oversee every decision, but it does give groups the ability to exercise authority when necessary.*
- Ensure a clear point of accountability is defined when making a decision to do something.
- Report clear explanations of decisions service bodies make to anyone affected.

Practices Delegation: *Although groups have the final authority over NA services, they must delegate to others the authority to serve in order for these services to be effectively carried out. This allows the group to focus their attention on carrying the message in their meetings.*
- Take care in selecting trusted servants, using the Fourth Concept essay as guidance.
- Allow time during any business meeting for delegates to report back.

Inclusive: *Ideally any decision-making process has a broad base of participation, ensuring that we consider all relevant experience, and that dominant members do not unduly influence decisions or monopolize the time available for participation.*
- Conduct planning assemblies that allow widespread input on issues affecting NA.
- Utilize techniques like brainstorming to encourage input to be freely shared.
- Utilize techniques such as small group discussions to allow quieter members' voices to be heard.Use a consensus-based process when practical in making decisions.
- Use secret/closed ballots when needed to encourage delegates to participate freely without feeling influenced by others.

Plan-driven: *Decisions should address our most pressing needs first. Planning helps connect our decisions with the bigger picture of NA services and helps to work in harmony as a fellowship.*
- Use an agreed upon planning process
- Prioritize service activities and consider decisions holistically.
- Take the time to ask, "Does this help us move towards the ideal expressed in our Vision Statement?"
- Create a strategic plan to help keep the main goals of a service body in focus

Sustainable: *When making decisions we need to consider whether we have the resources to implement them on an ongoing basis.*
- Create budgets so that financial implications are clear and ongoing commitments can be met
- Determine what human resources are needed to fulfill decisions

Information Management

Information management is a general term for the process of dealing with the many types of information related to NA service. Improving the quality and availability of relevant information has the potential to positively affect almost every aspect of service.

The principles and practices of information management overlap with many of our other key processes, most notably communication and decision-making. The Ninth Concept essay offers this thought:

An effective group conscience
is a fully informed group conscience.

Basic Functions of an Information Management System
Most information management processes can generally be broken down into five key steps:

1. Capture the information
   - Take minutes
   - Keep records of decisions
   - Make summaries of experiences in service
   - Gather service resources such as guidelines, trusted servant position descriptions, bulletins on specific topics, etc.
   - Perform an environmental scan to gather information for planning meetings—i.e., collect information such as group issues, financial information, external and internal trends that may affect NA service.
2. Manage the information
   - Catalog or index individual pieces of information
   - Update ongoing resources like meeting lists, trusted servants' contact information, PR contacts and events, and calendars of fellowship events
3. Store the information
   - Files in service offices or members' homes, etc.
   - Electronic archives on computers and websites
   - Databases
4. Preserve the information
   - Scan hard copies of documents or flyers
   - Preserve delicate or degradable materials
   - Utilize back-up storage options, etc.
5. Deliver the information
   - Maintain connections with other databases—e.g., a regional meeting directory
   - Make information available when needed—e.g., online meeting lists
   - Supply information to outside enterprises—e.g., facts about NA to media or treatment facilities, etc.

These procedures should be ongoing but will vary according to what is appropriate for different communities and service bodies. In general information management will be most effective if it is a team process in which all trusted servants play some part, rather than the responsibility of a single member.

Basic Principles of an Information Management System
(with some examples of how these can be realized)

Accessible: *Information should be easily available when needed and capable of being shared:*
- Create password-protected online archives for minutes and service material on centrally maintained websites.
- Provide orientation packs for new trusted servants.
- Use resource sharing facilities on centrally maintained websites (e.g., www.na.org) enabling different service bodies to share service material.
- Integrate information management and planning so that key points when information is needed are understood and planned for, such as the environmental scanning stage of the planning cycle.

Selective: *We tend to either save every sheet of paper created or throw it all away when a service commitment ends. A practical system decides what to preserve, considering long- and short-term needs, historical importance, and available storage requirements.*
- Understand the legal requirements for how long financial information needs to be stored
- Offer clear criteria to help determine historical importance
- Evaluate the physical space and virtual space available

Current: *Wherever possible information needs to be kept up to date.*
- Date information in order to establish how old it is
- Regularly inventory information stores

Consistent: *Consistent processes and formats should be used across the board in order to allow for widespread sharing of information from a broad range of sources.*
- Develop reporting templates
- Create consistent archiving procedures and criteria

Scalable: *The training and mentoring aspects of the system can be adapted for different sized communities.*
- Options with a range of sophistication could meet the needs of different communities and levels of service.

Coordinated: *Different levels of the system work together to achieve a common goal. Communication should flow throughout the system.*

- Training and recruitment can be performed on a local level but coordinated at the state level. State could roll out training modules or courses and LSUs could implement the training (train the trainer).
- Could have a state-level trusted servant or team who identifies local leaders if it's practical to do so.

Cultivates members: *Improved training and mentoring: If you train people right, you may not need as many resources.*

- Could use somewhat formal training modules or courses (possibly online) with standardized outlines and certificates given at the end.
- GSU could function to some degree as a training ground.
- Conduct orientation session for new trusted servants that include the trusted servants rotating off to provide a warm transition of responsibilities instead of a cold handoff.
- Could make overlapping (e.g., 14-month) service terms the standard—need to improve "on the job" mentoring.
- Could also create an additional informal mentoring opportunity by matching former trusted servants with newer or potential trusted servants.
- Establish clear expectations for performance and use self-evaluation tools and mid-term evaluation tools to determine how well we're fulfilling our commitments and where we can improve.

Welcoming: *Should inspire people to serve and provide opportunity. It should be easy for members to serve by offering broad pathways into service with basic requirements that will not seem overwhelming. The homegroup level serves as the entry point to service, and service is part of recovery and not something you "retire" from when your term ends.*

Appendix 1
Functions of the LSU

The LSU may do some or all of the following:
- Provide training, including orientation, mentoring, and leadership development
- Serve as a communication and accountability link
- Plan, including developing strategic plans and action plans
- Provide GSU support, including some or all of these:
  - Facilitation
  - Support, both personal and/or financial
  - Assistance in delivering local services
- Administer its own affairs such as facilitating meetings, renting space, setting agendas, etc.
- Put on fellowship events such as conventions, learning days, and *CAR* workshops
- Coordinate translation work—e.g., local dialects in multilingual countries, or service resource translation for sharing with other LSUs
- Conduct PR, including:
  - Institutional liaison
  - PI events
- Coordinate human resources such as a human resource pool
- Oversee financial resources
- Participate in fellowship development and support, including outreach to isolated NA communities
- Maintain a meeting list
- Distribute literature to groups
- Elect a delegate to the state/national/province service body

Appendix 2
Functions of the State/National/Province Service Body

The roles of this body are again flexible according to local need. Some of the tasks the state/national/province body could undertake include:
- Performing large-scale PR on the state or national level
- Assisting local services, e.g., helping local H&I by working with the state or national corrections department
- Planning, including:
  - Environmental scanning
  - Creating action plans
  - Assisting local planning efforts
- Training
- Serving as a communication link so as to disseminate information, especially to and from the global level
- Upholding legal responsibilities, e.g., maintaining some form of legal identity such as a legal association
- Maintaining a service office with multiple functions such as literature supply
- Holding conventions/events, with a project-based structure rather than a standing committee
- Performing outreach/fellowship development and nurturing emerging communities
- Maintaining information technology, including a website, discussion groups, and a meeting database
- Handling archiving and information management
- Coordinating human resources, such as a human resource pool
- Overseeing financial resources
- Coordinating translations
- Electing a delegate to the global body

This appendix is intended to offer **examples of how these proposals could possibly work** in different types of NA communities. The examples are offered to give a sense of what these abstract ideas would look like if concretely applied in different types of communities. **They do not** represent a mandate for these communities or any others, and **are not** proposals to be voted on. The actual reality of how any given community may look if it restructured could be very different from these examples. They should be used to aid a creative discussion on ideas for improving local service delivery.

We have chosen to use specific examples of NA communities – Philadelphia, Wisconsin, and Brazil – as examples. They have been chosen because they represent several very different NA environments: Philadelphia—an urban community in a densely populated state, Wisconsin—a state with a great deal of rural space (and the unusual consideration that part of another state, Michigan's Upper Peninsula, is more convenient to Wisconsin), and Brazil—a large country that currently contains many meetings and more than one region. Another part of the reason for choosing these examples is that each of these locations has members of the workgroup and/or the board living there, so we hoped the examples might benefit from their experience as residents in these communities.

We have not repeated all the information from the main body of the report in this appendix—that is, to avoid repetition we have not defined "local service unit" or "planning assembly." We are assuming that anyone reading these appendices will have already read the main body of the report and will have a basic understanding of the various components of the proposals.

Services in an Urban Environment: Philadelphia

We chose Philadelphia as an example for this type of NA environment. Again, this is just an example–similar environments can be found in many major cities around the world. How Philadelphia would actually look if restructured may differ from the ideas outlined here.

The City of Philadelphia and its surrounding counties are currently served by the Greater Philadelphia Region, which contains an estimated 315 groups holding over 445 meetings per week, and the Eastern Pennsylvania Region, which contains an estimated 100 groups holding around 100 meetings per week. Currently these regions consist of 15 ASCs. (These figures are taken from the NAWS database.) It is estimated that there are about 175 meetings in the City of Philadelphia. There are currently eight ASCs within the city boundaries.

The Urban GSU

Ideally GSUs will consist of a manageable and productive number of groups. This should be small enough to avoid the excessive expense of renting a large facility, but large enough to draw in the experience needed to make the GSU effective. For instance a GSU may consist of members from around 10-15 groups, as well as any other interested members. In the more densely populated parts of Philadelphia (for example the Inner City ASC in North Philadelphia) this number may be higher, and in the less dense suburban areas it may be lower.

Each GSU will consist of the groups from a Philadelphia "neighborhood." In some cases we may see groups with a common language come together from across the entire city in a GSU that encompasses a wider geographical area than a neighborhood. For instance, currently there are a number of Spanish-speaking groups in Philadelphia that might want to form a GSU. It could be that there will be around 16 GSUs in the city of Philadelphia.

Citywide Services

Whenever possible and practical, the borders of a service body should correspond to those recognized in society at large—cities, counties, and states—so that addicts seeking recovery and the main organizations that interact with addicts can more easily find us. It may also be helpful to remember that clearly naming a service body so that its boundaries are understood by those outside of NA is desirable.

The most desirable outcome for Philadelphia could be to form one large LSU that encompasses the boundaries of the city and provides the majority of local services. This could reduce the costs and service duplication associated with the current structure of eight ASCs, and enable the more efficient coordination and delivery of citywide services. Again, this is just one example of how these proposals might look if concretely applied.

Philadelphia has many independent treatment facilities that are not governed by any central citywide authority in the same way that correctional or medical services are. The Philadelphia LSU could provide services to these facilities by training volunteers, supplying literature for presentations, and maintaining relationships with the facility's staff. The

LSU could connect with groups through the LSU delegates to inform members of the need for volunteers and to offer ways for members to get involved.

The section of these second draft proposals devoted to the LSU explains that the LSU is comprised of a local service board and a regular planning conference. In the case of Philadelphia this would mean that the local service board would meet monthly to oversee ongoing services and projects. The entire LSU would meet for planning conferences three or four times a year, with one of these being an annual planning assembly. These three or four meetings would have group and/or GSU delegates in attendance, along with the service board, project coordinators, ongoing service coordinators, and interested members. The exact arrangement for participation would be up to the LSU itself and would most likely depend on whether the Philadelphia groups adopt the linear or two-track option, as that would greatly influence the number of trusted servants attending. Any interested members would be especially encouraged to attend the annual planning assembly.

If the size of the planning conference proves to be challenging, one additional possibility for Philadelphia could be to form an intermediate body that covers part of the city, and that would sit in between the groups and the LSU in the delegation stream. This may help to reduce the number of attendees at the Philadelphia LSU making it more manageably sized. It should be noted, however, that the LSU structure of regular planning meetings and separate board meetings is capable of dealing with larger numbers of participants than the current ASC structure.

Some of the services the Philadelphia LSU could provide are:

- Public relations with the city government
- Public relations with citywide correctional authorities, as well as facilitating services such as security clearance for volunteers
- Coordinating citywide fellowship development efforts
- Coordinating the planning of services in Philadelphia and sharing best practices and resources
- Running a citywide phoneline
- Producing a citywide (or broader) meeting list
- Holding a Philadelphia convention
- Maintaining relationships and providing PR services to local treatment facilities, including supplying literature and gathering trained volunteers for presentations
- Facilitating local H&I services by publicizing vacant panels, supplying literature for panels, and gathering volunteers
- Acting as a communication link between groups and the rest of the service structure

The Philadelphia LSU may also be responsible for sending delegates to the statewide Pennsylvania service meeting.

The city of Philadelphia is surrounded by the more rural counties of Chester, Delaware, Montgomery, and Bucks. These are currently part of the existing Greater Philadelphia and Eastern Pennsylvania regions, but do not fall within the boundaries of the City of Philadelphia. The number of groups in these counties ranges between approximately 35 and 60. These counties would be encouraged to form their own local service bodies. These would probably consist of a single LSU and 2-3 GSUs for each county. In more rural parts of Pennsylvania it may make sense for an LSU to consist of more than one neighboring county.

Services in a Rural State: Wisconsin

Wisconsin is a state with large rural areas and scattered urban centers, with the greatest concentration of meetings found in the city of Milwaukee. Once again, this is just an example offered to stimulate discussion about how application of the ideas in the proposals *could* work in a similar environment.

There are currently around 380 groups served by 16 areas in the Wisconsin region. (These figures are taken from the NAWS database.) Much of the neighboring state of Michigan's Upper Peninsula is part of the Wisconsin region as it is contiguous to Wisconsin and not to the rest of Michigan. There are also groups situated in northern Illinois and north-eastern Minnesota within the Wisconsin region.

Groups are reasonably well spread across Wisconsin, although they are sparser in the south-western and northern parts of the state and more concentrated in the south-eastern part. There are 72 counties in Wisconsin, some of which have no NA meetings. Groups either form clumps around sizable towns or are individually scattered across rural areas, often along major roads. It is common for there to be considerable distance between rural groups. Wisconsin also has a regional service office in Oshkosh.

Urban Areas

NA groups in Wisconsin are most dense in the Milwaukee area, and the four neighborhoods on the north, south, east, and west sides of the City of Milwaukee, along with the city center, could form natural boundaries for GSUs.

Milwaukee is currently served by two ASCs containing around 80 meetings combined. These two ASCs share a meeting list, helpline, and website. It would seem to be practical for a single local service unit covering the County of Milwaukee to continue providing these services. These services could be arranged along similar lines to the Philadelphia example.

The Milwaukee ASC also attracts a handful of groups from neighboring Waukesha County. Whether these groups would choose to continue to receive services along with groups in Milwaukee County would depend on what is most practical for them. Waukesha County might also choose to form an LSU if that were a productive option in terms of service provision, or they might defer this decision until later. Similar situations can be found around the other urban centers of Wisconsin and cities in other states and countries as well.

Rural Areas

The LSU will be the main provider of services in rural areas of Wisconsin just as they are in its urban areas. A largely rural LSU would typically be based wherever there is a concentration of NA meetings, much as our current areas are. Some would be composed of a single county, while others, for instance in northern Wisconsin, would consist of several counties as well as possibly meetings on Native lands. As throughout the system, it is intended that the LSU conforms to recognized boundaries in order to more easily interact with countywide professional and governmental bodies. The basic format would most likely be the same for rural LSUs as it is for those in urban areas, with a series of planning meetings three or times a year and more frequent meetings of the local service board. As the system is designed to be flexible, each LSU has the option to meet less often if that is appropriate for its resources and workload. LSUs will also have the option to rotate meeting venues if desired.

Rural groups may particularly benefit from the connection a GSU offers. The Waukesha County groups would appear to be a natural example of a GSU, although geographical distance and number of groups could determine if more than one GSU would be formed in the county. It may not be necessary for a GSU to conform to county lines at all as their service delivery role is directed towards its member groups rather than any external body. It could be that groups from neighboring towns that are in different counties could meet as a single GSU. Again local conditions will determine what is practical and sensible. Other groups that are further from more densely populated parts of the state would still form GSUs and meet together whenever possible and practical. GSU meetings could rotate between groups or could happen in a convenient central location, or some combination of the two.

How rural groups choose to participate in the LSU is for them to decide, but may be influenced by factors such as available resources and distance. For some groups the linear model or use of an intermediate body may provide a solution to many of the resource challenges they currently face in attending area meetings, while other groups at the

LSU may choose to utilize the two-track model.

Although the LSU provides the majority of local services, it is also true that sometimes rural groups in Wisconsin facilitate services, such as local PI, because the nearest service body is too distant to do it effectively. The reality is that isolated rural communities may continue to satisfy these immediate service needs themselves. Participation in a GSU may make that service delivery easier. The LSU will also be available to help coordinate, give advice, and supply resources. Providing services should not distract a rural GSU from its primary role of group support. Service provision by a GSU should be the exception rather than the norm. GSUs are not intended to become mini-ASCs or LSUs.

Statewide Services

The service system proposals suggest that the state of Wisconsin would be served by a state/national/province service body. This does not represent any significant change from the boundaries of the current Wisconsin Region, except for the Upper Peninsula area of Michigan and some groups and service bodies close to Wisconsin's borders. It may be that these groups could continue to receive support for the local services they deliver from Wisconsin, while also receiving the benefits that their home state service bodies provide, such as improved statewide PR and access to regional websites and helplines. Practical and productive arrangements for border communities are one of the aspects of these proposals that need further discussion.

Wisconsin currently has a statewide helpline that directs calls to individual areas, a regional website with links to area sites, and a statewide meeting search facility. Wisconsin has also been able to deliver an effective program of PR work consisting of, in part, regular attendance at a number of professional events. The regional PR committee in Wisconsin assists local areas with resources for professional conferences, as well, and helps with local meeting lists. It is expected that these successful services will continue to be provided by the Wisconsin State service body.

The Wisconsin service body would be formed of LSU delegates and a "state service board" to plan and administer ongoing services and projects. The frequency of this body's meetings could be determined locally. Statewide services may follow the same general pattern as the LSU, with a series of planning meetings with LSU delegates and the state service board in attendance, along with separate meetings of the service board. However, fewer services are administered at the statewide level so the majority of projects would most likely involve statewide public relations and service to LSUs such as training.

Services in a Large, Densely Populated Country: Brazil

Brazil has one of the largest concentrations of NA meetings outside the US and Iran. We wanted to provide an example of how a country outside the US might apply these proposals and Brazil's size and large NA population made it seem like a good place to focus. **Once again, this is an example of how the proposals could work and is intended to aid discussion and the sharing of ideas. It is not a model to be voted on.**

Brazil is the fifth largest country in the world and is divided into 26 states and a Federal District containing the nation's capital of Brasilia. The country's states can be grouped into five regions, which have no political or administrative role and are primarily used for statistical purposes and for allocating federal funds to development projects. Generally Brazilian states have less independence than the state governments of the US.

In addition to the state and federal government, the Brazilian Federation also consists of 5,564 Municipalities. These Municipalities are sub-divisions of each of the states, but also have autonomous local governments with the power to approve local laws and collect taxes. All judicial powers, however, are organized at the state and federal level. The number of municipalities in each state varies from 15 to 853.

Brazil is a hugely diverse country, ranging from the vast and sparsely populated forests of the Amazon basin in the north, to São Paulo in the south, one of the world's largest cities. Although Brazil is racially and culturally diverse it has one common language. There is a wide range of approved NA literature available in Portuguese or Brazilian Portuguese, as well as publications such as *NAWS News* and *The NA Way*.

Brazil contains over 2,750 meetings serviced by over 60 ASCs. In some cases, concentrations of ASCs in Brazil formed bodies known as "nucleos." These had clearly defined roles and requirements and were designed as part of a project that offered options for the division of the original single Brazil Region. Nucleos were designed to represent ASCs at the region and to provide services to them. In some cases these nucleos have proven to be the seeds for the formation of regions within Brazil. They have had varying levels of effectiveness, but do seem to have provided an opportunity for groups of ASCs to transition into regions while giving them time to re-evaluate their needs and capabilities.

Currently Brazil has five regions, two of which are seated at the WSC. There is a single service office in Rio de Janeiro that is responsible for printing literature locally and distributing it to the Brazilian regions. Most of these regions have their own offices that take care of distributing literature to ASCs and groups.

Rural Areas

Services for rural groups in Brazil could be arranged along the same lines as those in rural Wisconsin, with groups forming GSUs for mutual support, and receiving services from LSUs. Again, groups would have the choice to use the linear or two-track option for the GSU, as well as the choice of which groups they form GSUs with. As with Wisconsin, the composition of LSUs would vary according to meeting density and distances between groups.

Urban Areas

Services in the urban areas of Brazil would most likely happen in much the same way as those in Philadelphia and urban Wisconsin. Some of the larger cities contain very large NA populations—São Paulo and its suburbs have a population of nearly 20 million people and almost 400 meetings per week. Given the number of meetings in São Paulo, the use of intermediate bodies may help keep the LSU meeting at a reasonable size. Groups that experience difficulty in attending the LSU meeting also have the opportunity to use the linear option for the GSU in the same way as groups in Philadelphia and Wisconsin do.

States

Service bodies that conform to recognized boundaries are encouraged by the proposals. In Brazil this could mean that a sparsely populated state or combination of states, like those in the still developing central and north-eastern parts of Brazil, may be covered by a single LSU.

Densely populated states such as São Paulo and Rio de Janeiro may be served by a number of LSUs within the state.

The state of São Paulo (the capital of which is the city of São Paulo) currently has two regions, Grande São Paulo and HOW. These have 26 ASCs and 1,200 meetings per week between them. With the use of intermediate bodies, these could be reformed into just a few LSUs. The members are well known to each other and are currently sharing some services so redefining the existing São Paulo regions could be achievable.

The Rio region was formed in May 2009, having been a Nucleo for about six years, and covers the state of Rio de Janeiro. Originally Rio was part of the larger Brazil region. The Rio region has 15 areas and 200 groups holding than 500 meetings a week across the state, with the greatest concentration located in urban areas. The state of Rio de Janeiro could also contain more than one LSU.

The São Paulo and Rio de Janeiro states may also need statewide intermediate bodies that coordinate statewide services and connect with the national body by sending

delegates on behalf of their LSUs. As with other interme-diate bodies, they will be formed only if need (density, distance, and more effective service provision) seems to support creating them.

National Services

Providing services on a national level in a country the size of Brazil presents some logistical challenges. The Brazilian regions have recently formed the Brazilian Zon-al Forum, which meets three times a year at different regional meetings and holds workshops on different NA topics. It consists of delegates from the five Brazilian regions and an admin body made up of a chair, vice-chair, treasurer, and secretary. Their travel is funded by dona-tions from the regions.

The Brazilian Zonal Forum is quite new and is actively discussing its future role, whether it is that of a sharing body or a service provision body. It may be that it even-tually occupies a position somewhere in between these roles and could provide a platform for the provision of national services, making it the state/national/province service body suggested by the proposals. The possible tasks for a Brazil-wide body include:

•   Helping the Rio service office to coordinate the sup-ply of literature for the groups in Brazil
•   PR with government agencies
•   Strategic planning
•   The sharing of resources between different NA communities in Brazil
•   Coordinating translations in Brazil
•   A Brazilian national convention

If a countrywide service delivery body formed, it could utilize a similar process of planning and meetings as the Wisconsin service body.

At this time it has not been decided which bodies from large countries like Brazil will be seated at the WSC. While most or many countries outside the US will just have one nationwide service body, some places like Brazil (or Mexico, India, and Russia) may have more than one, using state boundaries or combinations of states to form seated bodies.

First Concept

To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.

The primary responsibility of an NA group is to conduct its recovery meetings, carrying the message directly to the addict who still suffers. Groups join their strength in the service structure, ensuring that other services—H&I, PI, literature development, for example—are fulfilled effectively and without distracting the groups from their own primary purpose.

Second Concept

The final responsibility and authority for NA services rests with the NA groups.

The groups have final responsibility for and authority over the service structure they have created. By fulfilling their responsibility to provide their service structure with the conscience and ideas, people, and money it needs, the groups also exercise their authority. Conversely, the service structure must always look to the groups for support and direction.

Third Concept

The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.

In day-to-day matters, the groups have given our service boards and committees the practical authority necessary to do the jobs assigned them. This is not a blank check issued to the service structure; the groups still bear final authority. To make Concept Three work, we must carefully select trusted servants.

Fourth Concept

Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.

Leadership is very important to the welfare of our fellowship. The essay on this concept describes an array of leadership qualities to be considered when selecting trusted servants.

Fifth Concept

For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.

In defining a single point of decision for each service assignment, we eliminate confusion about who has authority to do what. We also clarify accountability for our services: whoever is given the authority for a particular task will be held accountable for the fulfillment of that task.

Sixth Concept

Group conscience is the spiritual means by which we invite a loving God to influence our decisions.

Group conscience is the means by which we bring the spiritual awakening of the Twelve Steps to bear in making service-related decisions. It is fundamental to our fellowship's decision-making process. It is not, however, merely a euphemism for "voting" and is not itself the NA decision-making process.

Seventh Concept

All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.

All members of a service body bear substantial responsibility for that body's decisions; therefore, all of them should be allowed to fully participate in its decision-making processes. NA service is a team effort. The full participation of each member of the team is of great value as we seek to express the collective conscience of the whole.

Eighth Concept

Our service structure depends on the integrity and effectiveness of our communications.

Regular communication is essential to the fulfillment of all these concepts, and to the integrity and effectiveness of our services themselves.

Ninth Concept

All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.

To check judgment, to guard against hasty or misinformed decisions, and to invite the sharing of new ideas, our services must consider all viewpoints when making plans. This is essential to the development of a fair, wise, balanced group conscience.

Tenth Concept

Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal.

The Tenth Concept encourages us to treat each other with respect in the service environment, and provides us with a means of making amends when we wrong others. The essay describes ways in which an individual who feels he or she has been wronged can go about seeking redress of his or her grievance.

Eleventh Concept

NA funds are to be used to further our primary purpose, and must be managed responsibly.

The Eleventh Concept establishes the sole absolute priority for the use of NA funds: to carry the message. The importance of that priority calls for total fiscal accountability. Direct contributions to each level of service help us focus on our primary purpose, and enhance accountability.

Twelfth Concept

In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be one of service, never of government.

Within the context of the Twelve Concepts, as a body, this concept serves much the same function as Tradition Twelve in the context of the traditions. It brings our consideration of concepts for NA service back to the spiritual root of selfless service. "A structure based on that foundation could only be one of service, never of government."

The Twelve Traditions of NA

First Tradition

Our common welfare should come first; personal recovery depends on NA unity.

Our First Tradition concerns unity and our common welfare. One of the most important things about our new way of life is being a part of a group of addicts seeking recovery. Our survival is directly related to the survival of the group and the Fellowship. To maintain unity within NA, it is imperative that the group remain stable, or the entire Fellowship perishes and the individual dies.

Second Tradition

For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.

Our direction in service comes from a God of our understanding, whether we serve as individuals, as a group, or as a service board or committee. Whenever we come together, we seek the presence and guidance of this loving Higher Power. This direction then guides us through all our actions. [...] When we choose a member to serve us in some capacity, we exercise mutual trust.

Third Tradition

The only requirement for membership is a desire to stop using.

The Third Tradition encourages freedom from judgment. It leads us on the path of service toward an attitude of helpfulness, acceptance, and unconditional love. [...] Addiction is a deadly disease. We know that addicts who don't find recovery can expect nothing better than jails, institutions, and death. Refusing admission to any addict, even one who comes merely out of curiosity may be a death sentence for that addict.

Fourth Tradition

Each group should be autonomous except in matters affecting other groups or NA as a whole.

Each group does have complete freedom, except when their actions affect other groups or NA as a whole. If we check to make sure that our actions are clearly within the bounds of our traditions; if we do not dictate to other groups, or force anything upon them; and if we consider the consequences of our action ahead of time, then all will be well.

Fifth Tradition

Each group has but one primary purpose— to carry the message to the addict who still suffers.

What is our message? The message is that an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live. Our message is hope and the promise of freedom. When all is said and done, our primary purpose can only be to carry the message to the addict who still suffers because that is all we have to give.

Sixth Tradition

An NA group ought never endorse, finance, or lend the NA name to any related facility or outside enterprise, lest problems of money, property, or prestige divert us from our primary purpose.

Within the limits established by Tradition Six, we have tremendous freedom to carry the message of recovery and help other addicts. We have clear boundaries set by our identity as Narcotics Anonymous. When we take care to observe those boundaries, our outside relationships enhance our ability to carry the message to the addict who still suffers rather than diverting us from our primary purpose.

Seventh Tradition

Every NA group ought to be fully self-supporting, declining outside contributions.

By encouraging our group to pay its own way, the Seventh Tradition gives our group the freedom to share its recovery as it sees fit, not obligated to outside contributors. Further, it gives our group the freedom that comes from inner strength, the strength that develops through applying spiritual principles.

Eighth Tradition

Narcotics Anonymous should remain forever nonprofessional, but our service centers may employ special workers.

In this tradition we say that we have no professionals. By this, we mean we have no staff psychiatrics, doctors, lawyers, or counselors. Our program works by one addict helping another. If we employ professionals in NA groups, we would destroy our unity. We are simply addicts of equal status freely helping one another.

Ninth Tradition

NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.

NA groups join together, combining their resources to create service boards and committees that will help them better fulfill their primary purpose. Those boards and committees are not called to govern NA; they are called, rather, to faithfully execute the trust given them by the groups they serve.

Tenth Tradition

Narcotics Anonymous has no opinion on outside issues; hence the NA name ought never be drawn into public controversy.

There are a great number of addiction-related issues that others might expect a worldwide society of recovering drug addicts to take positions on. [...] Our answer, according to Tradition Ten, is that our groups and our fellowship take no position, pro or con, on any issues except the NA program itself. [...] For our own survival, we have no opinion on outside issues.

Eleventh Tradition

Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.

The existence of a public relations "policy" implies the importance of a public relations "program" in carrying out our fellowship's primary purpose. [...]As NA groups, service boards, and committees, we deliberately and energetically cultivate good public relations, not as an incidental result of our normal activity but as a way to better carry our message to addicts. [...] Public anonymity helps keep the focus of our public relations on the NA message, not the PI workers involved.

Twelfth Tradition

Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.

Anonymity is one of the basic elements of our recovery and it pervades our Traditions and our Fellowship. It protects us from our own defects of character and renders personalities and their differences powerless. Anonymity in action makes it impossible for personalities to come before principles.

Excerpts from the Basic Text and *It Works: How and Why*