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THE HANDLING OF HUBBARD COMMUNICATIONS OFFICES.

The purpose of the H.C.O. offices is to act as stable terminals to an organisation in any given area so as to provide immediate administrative assistance to L.Ron Hubbard when in that area and communications from operations to him and from him when he is not.

An H.C.O. office is essentially a terminal. It should regard itself in company with other H.C.O. terminals.

The foremost visible use of an H.C.O. office is to act as a stable terminal for any area operation. An area operation can follow its communications to L.R.H. and other operational areas through H.C.O. terminals and should not forward communications in any other fashion than through H.C.O. terminals, when these communications apply to other Scientology areas.

We see in H.C.O., London, the beginning of a system of such terminals which are supplemented now by an H.C.O. terminal in Washington, D.C. To these will be added an H.C.O. terminal in South Africa and next year in Australia. These will be followed by an additional H.C.O. terminal in India and other places as may be indicated.

If an H.C.O. office considers itself primarily a unit which handles mail it should disabuse itself at once. It is not an office for one of L.R.H.'s secretaries which simply sits there, it is something much broader than this. An H.C.O. secretary should be able to provide all necessary secretarial functions for L.R.H. but the activity of the terminal does not end there. The terminal is, in essence, a stable point to which can be communicated communications and difficulties in any area and the terminal is supposed to forward the communications or analyse the difficulty and communicate this to another H.C.O. terminal for clarification there. In addition to that, L.R.H. may require reports on or about a given area and it is up to the H.C.O. terminal to supply this information. The H.C.O. terminal should consider itself more of a trouble-shooting unit than a secretarial office. It is true that it is an office, it must be conducted precisely as an office. It is true that it is secretarial and it is also true that it does have the function of being an extended pair of eyes for L.R.H.

The responsibility of being "an extended pair of eyes" continues into being able to evaluate what is right and what is wrong and saying so without introducing unnecessary turbulence on the communication lines. The H.C.O. offices exist to permit good communication through to other areas and to L.R.H. and this can easily be interrupted by too much turbulence.

It is expected that H.C.O. offices may also exist as auditor meeting places, therefore it is necessary for an H.C.O. terminal to be in good communication with the auditors in an area as well as with the official organisation of an area and so provide the various small services for these auditors.

An H.C.O. office is essentially self-supporting. It is supported by royalties and other monies which come into being because of the existence of L.Ron Hubbard on a personal service basis to organisations and by reason of transcribing and creating material for use in such areas.

In use as a communication system from one area to another or from an area to L.R.H. the following procedure must be followed:-

The area must be instructed that any communications to any other Scientology area or to L.Ron Hubbard must be forwarded through the H.C.O. office. In this sense the H.C.O. office in any area is a message centre receiving from any other area and emanating to any other area in this network. Furthermore, the H.C.O. terminals receive materials from other areas and communicate these in their own area directly. It is best to take a piece of scrap paper and draw the H.C.O. communication lines upon it for your own enlightenment. Make a terminal area in London and call it the H.C.O. Make another terminal area in Washington and call that the H.C.O., Washington. Now in another place put Organisation and in Organisation put Accounting and Management and Clinic and Training. In the Washington area put the same Organisational area and label it with the same names. Now, in another place near the London terminal,

place an area which is generally called "Field Auditors". Then near Washington also place an area called "Field Auditors". Now from each one of the names given in the London area to H.C.O., London, draw a line. Now draw a single line from H.C.O., London, to H.C.O., Washington. Now draw lines from H.C.O., Washington, to each of the listed functions and areas in Washington. Now, synthetically, place a communication in the Scientology communication lines from the Manager of the H.A.S.I., London. This then goes to H.C.O., London, goes across the Atlantic to H.C.O., Washington, goes from H.C.O., Washington, to Management, Washington. Now add near Washington, since that is going to be the existing condition, a circle and mark it L.R.H. Now place a communication on the line from Clinic, London, follow it through H.C.O., London, across the Atlantic to H.C.O., Washington, from H.C.O., Washington, to L.R.H. Now take a communication from L.R.H. which is going to the Manager, London. It goes to H.C.O., Washington, goes across the Atlantic to H.C.O., London, it goes from H.C.O., London, to the Manager.

Now take an Accounting packet which originates with the Accountant, London. It passes from the Accountant, London, to H.C.O., London, across the Atlantic to H.C.O., Washington, and to Accounting, Washington. This same procedure would be followed from Washington. Accounting, Washington, originates communication. It goes to H.C.O., Washington, then crosses over to H.C.O., London, and H.C.O., London, passes it on to Accounting, London. This is quite important since it is the course of cheques which will be followed.

In handling communications it will be found that when too bulky a packet of communications is made, something on the order of two ounces, that Customs often intercept the packet and inspect it, thus delaying the line considerably. Thus packets have to be broken up into smaller packets so that this does not interrupt our communication lines.

It is indigent that H.C.O., London, and H.C.O., Washington, will be provided with franking machines.

Now, on an example with this communications system, let us suppose that the Manager in London is concerned over a shipment of books which he doesn't seem to get any rational answer about from Washington. He tells his story to H.C.O., London. H.C.O., London, puts down the information in a letter to H.C.O., Washington, not to L.R.H. The letter requests H.C.O., Washington, to look into this matter. H.C.O., Washington, by making some phone calls can then clear the whereabouts of the books or the situation or fail to find them and so report this to H.C.O., London, who would report it in turn to the H.A.S.I. Manager in London.

Although this might seem to introduce two new terminals on the line which have not been there before, it has been noted that the communications system previously has not been entirely satisfactory. This is due to the fact that the people in London do not know quite to whom they should write in Washington and vice versa to handle and expedite certain pieces of information. These are ordinarily forwarded to L.R.H. for his clarification.. This is all very well except that L.R.H. is being used as a terminal on a communication line and this, if over used, will bottle-neck. Thus it is really better to introduce these two terminals into this line. Furthermore, it is possible with these two terminals so introduced to trace missing packets and discover procedures that do not work on mail lines and to generally streamline the activities involved.

The preparation of the P.A.B.'s and their mailing will be done by the H.C.O., London, after a certain date. The reason for this is that the material for them has to be prepared in H.C.O. offices and it is very easy for an H.C.O. office to query another H.C.O. office concerning such material. There will probably be news letters emanating to auditors from H.C.O., Washington, and news letters emanating to auditors from H.C.O., South Africa, when that is established. Thus there is some part of origin for each of the H.C.O. terminals.

The financing of an H.C.O. office is dependent upon the area in which it is located. This is done by utilising Book Sale monies. At the end of any given year the expense an H.C.O. has been to an area is deducted from a proper allocation of book fees to that H.C.O. and this does not enter into the basic royalties due to L.R.H. For example, let us say that £2,000 worth of books

have been sold in an area in a given year and H.C.O. has cost £720 to maintain during that period. The Accountant then simply writes all H.C.O. expenses under the heading of "Preparation of MSS" and so discharges it from his books.

The system of filing carried on by an H.C.O. office is a very precise thing. All things are filed under proper names. No things are filed under subject, thus we have an entire file relating to Washington. Under this proper name of Washington, which is a locational name, we have the Academy, the H.G.C., Washington, and other proper names. Then under London we have similar filing titles. We have under Business file the proper names of Companies dealt with, using always the last name. H.C.O. files should be kept in a very orderly fashion. However, operational notes can be from time to time destroyed. These are only valid for a few months at best.

H.C.O. also acts as a preparation and distribution area of H.C.O. Bulletins. These are Bulletins of instructions to operations in general, to staff auditors and to other things very intimate in the Scientology areas. An H.C.O. Bulletin will not be mailed from Washington to be distributed in London. It will be found a very much sounder policy is to send an H.C.O. Bulletin ^{copy} to London. London will cut a stencil and distribute. Thus London always has its own stencils and Washington has its own stencils. It is paramount that these stencils be cut and that extra material be cut since such situations arise as a post being vacated without the person on that post in a Scientology operation having saved the material relating to that post. It is up to the H.C.O. office to furnish the material from H.C.O. Bulletins and other sources.

While the speed of handling, which is to say the order or priority, of messages is very difficult to ascertain and does depend in the main upon the good judgement of the H.C.O. terminal itself, it will be observed that the following list of precedences should be given to communications going through H.C.O. channels. Any communication labelled "Emergency" should be sent through with extraordinary speed and care. Anything not so labelled should go through routine. Packages of financial materials such as cheques and requests for cheques should be given the next priority. All green slip messages, which is to say operational messages, should then be given the next priority. Letters from the field, reports or data are given the last priority and may even be sent by regular mail to save postage.

The Colour Flash marking system originated some time ago wherein green means an operational message, pink means a financial message, etc. should be very closely followed by the H.C.O. The neatness and accuracy of an H.C.O. terminal may very well influence the neatness and accuracy of administration carried on in a Scientology area and this at all times must be before the H.C.O. terminal. Priorities of speed in terms of colour flash would be any green or pink message marked "Emergency" and then any pink message and then any routine green message and finally white (which is to say field letters, etc.) should be given last priority and even sent by regular mail.

Air letters should be used wherever possible.

It is up to the Secretary in charge of an H.C.O. office to keep the premises acceptably neat and orderly at all times since the appearance of the office is very likely to influence the caller's opinion of L.R.H. personally, therefore it is highly probable that H.C.O. offices, as finance accumulates and makes this possible, will become the better-looking offices of Scientology. This, however, cannot be for a while. As it cannot be for a while then every means must be taken by the H.C.O. Secretary to make sure that the office is a model of neatness and orderliness.

The occupation of spare time by an H.C.O. secretary may on some occasions become a problem. When this is a problem, it is only necessary for the H.C.O. secretary to remember that we are doing an Encyclopedia of Dianetics and Scientology and we are transcribing many hundreds of hours of lecture tapes. It is very necessary that these tapes be transcribed so that they can come out in an eventual Encyclopedia. The transcription of these tapes is a very careful and painstaking job. It is necessary that the written script must be understandable, therefore it is necessary for the H.C.O. secretary to understand the material on the tape as she transcribes it on to a typewriter. Such tapes are available and will be made available

and each H.C.O. office will have a tape recorder with a foot-pedal in order to put in such time. In addition to that, there will be other materials to transcribe and a tape can be sent through by mail containing despatches which can be received by an H.C.O. office and the despatches of that area can be taken off it directly and emanated into the area.

It should be noted carefully that, while H.C.O. offices must be under the supervision of an area to some degree, no-one in an area in authority in Scientology has any right to dismiss or change an H.C.O. secretary. This can only be done by L.R.H. himself. Therefore, an H.C.O. secretary should not feel any qualms about remarking on the conduct of an office or its general appearance or activity. The H.C.O. secretary is not there as a spy but is often asked about the state of an operation. She should give a true and factual, not a coloured, picture of it but, at the same time, she should not withhold an opinion for fear that it will influence her own status which it will not.

It is paramount that traffic to L.R.H. be held to a minimum. The reason for this is that correspondence actually cuts into L.R.H.'s origin time on MSS and books. His job is not, first and foremost, an administrative job in Scientology. Therefore the H.C.O. offices have been created to do this job for him as much as possible in order to salvage writing and research time. Thus, an H.C.O. secretary should feel bound to handle routine or uninteresting material and to handle it in such a way that it will be in all ways satisfactory to the people originating it. To waste time and postage on much of the material which is received at an H.C.O. terminal office is not indicated. Therefore the H.C.O. office should pleasantly acknowledge communications received which have no particular influence on the operation and file them without further referral to them than perhaps a remark in a report to the H.C.O. terminal near which L.R.H. is that letters from so and so and so and so were received and acknowledged. This will do much to cut down weight. In other words, an H.C.O. terminal has the right to acknowledge and file without forwarding, at its own discretion. It does not, however, have this right on green or pink operational messages.

An H.C.O. office must be open during the routine business hours of the day customary in that area. It must open at a precise time in the morning, there must be an exact lunch-hour which is followed and it must close officially at a certain time, no matter how long the H.C.O. secretary stays there in the evening. By keeping regular office hours it is possible then for an area to be secure in its ability to contact the H.C.O. terminal. If the H.C.O. cannot be contacted or if it is sporadically out of communication it will be found that the area will begin to get a little restive about contacting L.R.H.

H.C.O. offices doing extra work for the area. It may sometimes be found feasible to implement the expenses and occupy time in an H.C.O. office by taking on additional work in an area which is not immediately concerned to the H.C.O. terminal. However, it will be considered in a very poor light if this work is undertaken to the cost of the H.C.O. terminal's actual line of work.

H.C.O. offices should keep painstakingly accurate accounts of Petty Cash, postage, receipts and disbursements in general.

H.C.O. offices are always liable in the accounting field to inspection by the Accountant of any Scientology area.

H.C.O. offices exist to expedite Scientology communications. If they fail to actually speed the communication line it will be discovered that they will become by-passed, when they are by-passed an disturbance will result. It is therefore up to an H.C.O. terminal to give communications every possible expedition and to reassure people wondering about this and being anxious about communications that every means has been taken. H.C.O. offices should have regular pick-up and delivery schedules to area offices in order to seem even more stable.

The first principle of an H.C.O. terminal is to be stable. Stability is built on good scheduling, proper despatch and relaying of communications and an orderly set of communication lines. L.R.H.'s reputation is to a marked degree in the hands of H.C.O. terminals.