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The following is an extract from a memo written by Jack Parkhouse, Association Secretary, HASI - Johannesburg, to Ron.

"It is very nice to receive your acknowledgment in bulletins, etc., but even as recently as our Staff Meeting last week the general feeling here is "why aren't we doing a lot better". The attitude is that we are beginning to operate but we have a long way to go yet.

Since the publication of those bulletins we have received inquiries from a number of overseas offices asking "How is it done?" From these letters it seems as if they feel that we know something that they don't know or that we have found a successful gimmick whereas the position actually is that we have the same hats they have and that the hats in all offices contain the same bulletins and policies. We merely put them into operation as adequately as we are able. Of course the problem here is that a decent general case level is needed to put your policies and the hats into live operation - but even that is covered in the mat material.

We have found overtness a great asset particularly at Exec. level when the execs are in shape to take it and we work on the principle that if they can't take it they are not exec material. We are quite straight forward with staff at all times and because we are as willing to look at ourselves and what we are not doing correctly and the staff knows this, they are then willing to accept direct communications on what they are doing. As a result of this, little or no enturbulation results from a demotion or from someone being told factually that they are doing a lousy job. And because of this, no trouble results when we get rid of deadwood which is the only thing to do when deadwood makes itself apparent. The minute we find someone consistently not pulling their weight, we get rid of them or put them into a position they really can handle even if the apparency is that they are doing okay.

We have had a 15/- unit now for some time but the feeling among the staff here is that we are just keeping our heads above water and that we can't really consider we are getting very far until the unit is stably over 20/- every week.

We find the Exec meetings most valuable. We pick up holes in the organization every week - really big ones, too, but it is now becoming evident at last that the whole picture is definitely improving all the time as a result of this.

Another interesting thing that we have noticed is that every time we get rid of people who worry most about low units and people who talk most glibly of getting the unit swiftly up to two or three pounds a week with no reality - the unit goes up.

We also only put on extra staff to cover posts more adequately as we grow to the point where those extra units can be absorbed. For instance, it is only ten days since we appointed a Letter Registrar and even then he holds several other hats as well. About 85% of our business comes from around our immediate vicinity. Now that we have that rolling a bit we have put on a Letter Registrar to boost the out of town business. I think it's fatal to go into a huge out of town procurement project if staff can't confront and handle those people sitting on our doorstep. I learned this lesson from you thoroughly many years ago when you told me how London was doing in 1953 - a large class of HPA students all procured from Australia and virtually no business at all from London. I think this results in even those people from out of town being mishandled when they arrive as nobody there really wants people that close in.

I would appreciate it if you would draw the attention of questioners to any of these points you care to - particularly the fact that we are merely using to the best of our ability that which you have given us in hats and policies and that we in S.A. feel we have a long-long way to go before we have it made but that we are getting there.

NORMA WEBB  
HCO SECRETARY WW  
for  
L. RON HUBBARD

NW:BRB:MG