

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 9 APRIL 1960  
REISSUED AND UPDATED AS  
HCO POLICY LETTER OF 1 FEBRUARY 1977  
(Revisions in script)

Remimeo  
HCO Exec Sec  
Org Exec Sec  
Registrar's Hat  
LRH Comm see that this  
is read. Report to CS-7  
it is being complied with.

OUTFLOW

The Director of PrR in Washington DC has just done a survey that confirms a lot of things I've said.

The quantity of outflow of personal letters on a national basis determines the number of people who come in for training and processing.

The quality of the letter so long as it's personal, has only some bearing on it. The quantity of personal letters determines the inflow.

Letters written over four years to one prospect without response in innumerable cases has resulted in the person turning up to be trained or processed.

This means that if you want students and pcs you will have to write lots of letters. You must go through CF over and over, regardless of response.

Sixty-five percent of the registrar's outgoing mail must be originated correspondence. The remaining thirty-five or less should be answers to letters received.

150 letters a week is not a huge outflow for a registrar. If no facilities (transcription) exist to do this number then somebody is committing organization suicide.

If there are three registrars, the number should be 500 per week.

That's what it takes to get in students and preclears.

Once the prospect is in the office the old routine of signing prospect up, getting technical acceptance from D of P and resigning prospect for increased hours must be done.

Your CF should include everyone who has *bought something from the Org.* Names should not be deleted unless the person is dead.

The staff auditors should take an hour a day in CF and hand write people out of files. That's volume. People argue against it on various grounds. Such arguments have been proven false. Any letters is better than few letters. Staff Auditors do well with their correspondence. Divide the country in districts or the alphabet and assign a section to a staff auditor to originate correspondence and answer. If an auditor is off a week (no pc) put him on letter writing. None of this should be used to reduce Registrar's outflow.

I'll promote in other ways. Others will promote in other ways.

BUT GET OUT A VOLUME OF LETTERS.

The important statistics of Adcomm include letters originated in the week. Letter count does not include business letters. Letters answered are important but letters originated are more important.

#### HOW TO WRITE A LETTER

Take a folder from CF, read it. Say whatever you think of to say to that person. That's the "R" factor formula. If you think it, say it. You'll get a response.

Don't sell. Just write a person.

I can pick up a file in CF, read it, write a letter with "R" and sign it Joe Doakes and have the person phoning or coming in two times out of three, I've done it often.

The CF folder that contains only an invoice of a book bought can still be answered with "R". What book was it? Look over the actual book. Write the person about what you think of the book and ask what he would like to know in it and recommend another book and offer your help in understanding it. Mention it if there's an extension course for that book.

Don't write dead ready-made letters of a flock of assembled pat paragraphs. Never write a form letter. Write the person, not the air.

#### INTERVIEWING

When the prospect comes in, see him or her at once (no waiting). Be courteous, friendly, businesslike. Rise when they enter and leave. Call reception to show them out if they stay too long.

Be willing to take their money. Always prefer cash to notes. We are not a credit company.

Always see the student or pc before they leave the place after service. You can often sell more training or processing.

ASSN SEC (EXEC COUNCIL) RESPONSIBILITY

The Assn Sec (HES) must see that letter count outgoing stays up. Otherwise it is asking for a unit slump.

The Assn Sec (HES and the OES) must see that the body line in and out is smooth, that people who arrive get interviewed and signed.

Here is the income source. Number of letters out decides number of bodies in.

It is a maxim that unless you have bodies in the shop you get no income. So on any pretext get bodies in the place and provide ingress to the Registrar when they're there.

Any bodies for any purpose or activity mean success.

HCO (AREA) SEC RESPONSIBILITY

The HCO (Area) Sec sees to the same thing as the Assn Sec (HES and OES) but reports with speed to FB if this line isn't running.

The first duty of an HCO Area Sec is to see that the Reg line works and hats in *those* depts are known and worn, after that do something else.

The Reg line folds 2 or 3 times a year. Inspect it weekly and it won't.

That's the survival line. Watch it, care for it.

L. RON HUBBARD  
FOUNDER