

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF AUGUST 11, 1960

ORGANIZATION INFORMATION CENTRE

I have recently developed a means which should increase income at least double in any Central Organization if applied.

This is the Organization Information Centre (or Center). It is mandatory in any organization which has more than 15 on staff.

This is a precise drill. It is not in any way related to giving the public or the staff information. It is devoted entirely to furnishing the Assn. Sec. and HCO Sec. with data concerning the Org.

Organizations have slumps. These slumps stem directly from Org Dept failures. If these small slips are noticed in ample time, the organization cannot have a slump.

An Assn. Secs. reaction on receiving data on this has already been to say he was keeping check by graphs and inferred he didn't need it. So please understand at the outset that this is not a clumsy graph system but a species of mechanical brain that keeps continuous check upon and corrects small bogs of its own accord. If forecasts emergencies. Mary Sue points out that this must have come from the Combat Information Center of World War II of which I had told her, by which swarms of fighter planes, bombers or landing craft could be individually directed with great ease. The present idea has another source but a wartime CIC is a good comparison.

The immediate business ancestor is a clumsy graph, usually a few months behind, hastily brought to date for board meetings. This idea, expanded as I expanded C.I.C.s to handle amphibious landing craft, gives us a complete picture, a timely forecast and eventually, solutions to the problems of running a multi-department organization.

The secretary of the Assn. Sec. keeps the board, posting it every Tuesday before Ad. Comm. meeting so that the Assn. Sec. is alerted to the complete state of the organization before the meeting.

As a Central Org business week ends on Thursday at 2:00 p.m., there is ample time for all data to be received by the Assn. Sec's office by the following Monday and the board posted by Tuesday noon.

The board is situated in the Assn. Sec's Office along the longest blank wall. It is a smooth finished surface with a number of holders of 8 by 10 (approx size) graph paper. These papers are not stapled on but drop into a 3 sided border, open at the top. New papers every quarter of so are put into the holder in front of the last quarters sheet so that one can refer back.

The board has various signs on it, one for each department. The graphs are in three horizontal lines for one organization, with space for two or three charts (in a single line) for each department. It is necessary for quick reading to have the graph sheets in long lines rather than in blocks - hence the board appears to be three long lines of graph, no matter how many graphs there are in how many departments.

The board is divided to allow for nine departments, due to two new additions as are noted in other policy letters, and allowing for HCO to be included. These departments are in the same order as on an Org board.

The listing is P.E., Academy, H.G.C., PRR, Material, Accounts, Special Programmes, Government Relations and HCO.

The graphs are as follows as numbered under each Department headings:

1. P.E.: Attendance
2. Co-Audit Attendance (P.C.)
3. P.E.: Books Sold
4. Academy: No. of students
5. No. of passes for week vs complaints. (Academy)
6. Extension Course Enrollments. (Academy)
7. HGC: Bookings for week new or continuing pcs (1 weeks lag)
8. HGC: Satisfactory vs unsatisfactory gains (1 weeks lag)
9. PRR: Letters out originated and letters answered.
10. PRR: No. of persons Interviewed.
11. Material: Value of Purchase Orders signed (reads reverse to other graphs)
12. Accounts: Gross Income.

(cont)

- 13. Accounts: Value of Unit.
- 14. Accounts: Gross funds on hand.
- 15. Special Programmes: Letters out.
- 16. Special Programmes: Number of persons interviewed.
- 17. Area for items in Govt Relations needing attention.
- 18. HCO: Memberships sold
- 19. HCO: Number of Books sold.
- 20. HCO: No. on Staff Course
- 21. HCO: No. of persons who have been security checked.

This means that a board about eighty to 100 inches long and 48 inches high will accomodate the lot. There would be seven 10" graphs in each line and three lines. Given space, allow extra widths. Molding can furnish the boxes to slip the graphs into.

These graphs are marked with broad 1/2 inch long lines, using bold black and bright red ink. If the graph remains level or rises it is marked in black. If it dips it is marked in red. All graphs are removed to be marked.

Whenever the board keeper when doing the graphs uses red ink on a graph she sends at once a blank form to that department head which asks for additional information on the department of a more detailed nature. The form begins: As your department has dropped into the red this week, please furnish the Association Secretary with the following information:

- No. of persons in your department.....
- Number who have passed a security check.....
- State of any files.....
- were any personnel ill last week or the week before.....
- etc. etc. This form when filled out is pinned to lower half of board.

Also marked in red are any below quota figures such as ten in the Academy or twelve pcs in the HCO etc. These also require a report from the department head as above.

With a single glance at the board, the Assn. Sec. can see his Org's weak points. Reading the reports requested he knows something of why. His attention is thus drawn to impending slumps long before they happen rather than by emergency flaps in accounts. He can tell weak or non-functioning department heads and train or change them before they sink the department and the ship.

The figures needed are collected by the Assn. Sec's secretary from the same source as the Adcomm report figures. But these can now be standardized.

The moment the Assn. Sec's secretary has posted the figures, retaining any copy for Adcomm reports, she airmails her reports to Saint Hill where the same figures are posted on a duplicate-master board for all organizations in the world in exactly the same way.

It will be at once noticeable that Organization Information Centre initials quite by accident say "O.I.C." And so one does and at once.

Please start this board at once with graphs and pins and do a smoother carpentry job for sure but later.

It will practically end emergencies and should promptly increase income and units.

Dept. Heads and staff may of course view the board at the convenience of the Assn. Sec. but it is not a public board and is for the Assn. Sec. and HCO Sec who can view it at any time. And who can visit that department which most needs visiting, adjust its hat and Admin. fast and thus bolster the whole line.

It is cumulative slips that reduce income, not big drops suddenly. Catch the small ones and the big ones never show.

L. RON HUBBARD