

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

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HCO POLICY LETTER OF FEBRUARY 14, 1961

THE PATTERN OF A CENTRAL ORGANIZATION

The following is a summary of all parts of a Central Organization for use in Permanent Staff qualifications and in departments.

HCO AREA OFFICE

An HCO Area Office is attached to each Central Organization.

It expedites internal and external communications and in particular communications to and from HCO WW and myself.

As part of communications supervision it hat checks into existence with staff members HCO Bulletins, HCO Policy Letters and other official releases.

It issues and keeps to date the organization hats. HCO Area keeps the Org. Bd.

Fundamentally it is also a library of technical and administrative data consisting of books, mimeos, tapes and general know-how.

HCO Area has the power to take action to maintain a high technical level, a good administrative form in the organization and to security check personnel.

It examines students and issues certificates through its HCO Board of Review.

Mainly through the HCO Continental of a continent it reaches broad masses of the public where a central organization reaches individual members of the public.

The whole activity of an HCO area office is Communication, Collection, Local Book sales, Technical Level, Administrative form, Ethics, Certificates and Awards. To this, through HCO Continental, is added broad promotion and dissemination such as public book sales, the magazine, ads and special events.

THE ASSOCIATION SECRETARY'S OFFICE

The Assn. Secretary runs the Central Organization. He is usually assisted by a secretary who expedites his communications, writes his letters and gets in his reports for the O.I.C. and keeps it.

Personnel procurement and placements, financial management, legal actions (including press), valuable documents, and the O.I.C. board are some of the administrative functions of this office.

Proper operation, willing performance of duty of its executives and personnel, its ample financial solvency and general high effectiveness of the technical and administrative functions of the central Organization are all the responsibility of the Association Secretary.

The Association Secretary is looked upon to keep the organization in existence and functioning at a high level. HCO helps but the final responsibility of keeping an organization going is the Association Secretary's.

He has a Dept. of Official Affairs (Government Relations) to help him with legal, if required.

TWO DIVISIONS

There are two Divisions in a Central Organization. One is Technical, the senior division, the other is ADMINISTRATION. There are six departments. The TECHNICAL DIVISION includes these three departments: The PE Foundation, the Academy of Scientology and the Hubbard Guidance Centre. These carry out the three basic services of a Central Organization - Public training and processing, Individual training and Individual Processing.

THE ADMINISTRATIVE DIVISION consists of three departments: Promotion and Registration, Material and Accounts. These care for the three basic functions of contacting and signing up people, taking care of quarters and supplies, and handling all matters of finance.

TECHNICAL DIVISION

The Personal Efficiency Foundation

The PE Foundation is the entrance door of the public into the services of the Central Organization, a knowledge of Scientology and a higher level of civilization.

Test Section

By means of advertising mailings and word of mouth, the public is brought in to be tested and evaluated. This is done by the Test Section of the P.E. Foundation. This section does everything possible to route new individuals into a P.E. Course.

PE Course Section

A five evening PE Course is given weekly. Its curriculum is precisely laid down. Its total purpose is to explain elementary Scientology and prepare and route people into the Co-audit.

The H13 Co-audit Section

Using precise processes developed for this section only, the HAS Co-audit (Do it Yourself Processing) seeks to improve cases and further interest people in Scientology so that they will take individual HGC processing and individual HGC processing and individual training.

Summary of the PE Foundation

The PE Foundation is an entrance point to Scientology. If it fails to pass people from testing to a PE Course, from a PE Course to Co-audit and from Co-audit to the Academy and HGC then it is failing its functions, the unit will be low and the Central Organization faltering.

No section of the PE is an end-all where the public feels an action has been completed. That the PE Foundation in itself does a great deal of good is indisputable. However, the moment it relaxes on this fact and fails to pass people along, it lets down every staff member in the other five departments as well as its own people. A PE Foundation income is not adequate to support even itself, and its services in training and processing are not wholly adequate to functioning in life. It is an entrance door. It must be alertly watched. Its numbers in testing, PE Course and Co-audit today are the organization's units and Scientology's people tomorrow.

The PE Director is now, next to the Assn. Secretary, the most responsible person for solvency in a Central Organization.

The Academy of Scientology

Headed by the Director of Training, the Academy is responsible for the technical excellence of Scientology practice tomorrow.

Teaching two different courses in the same classes, the Academy trains Hubbard Practical Scientologists and Hubbard Professional (HPA/HCA) Auditors.

The Academy also teaches an upper level course once or more a year known as the B.Scen. (Hubbard Clearing Scientist) Course.

Precise scheduling, crisp training and true, direct answers to the students' questions makes an Academy.

The HPA/HCA Course enrolls more or less every Monday unless the total average unit is to be gained expensively through individual processing only.

The Practical course is the same as the old professional course except that it is for people "who don't want to practice Scientology professionally." The professional course is a tougher version with more requirements.

A bad Academy results in a bad HGC tomorrow as many graduates become staff auditors.

A good Academy is known by its snappy scheduling and the degree of basic data and action the student actually absorbs.

The Hubbard Guidance Centre

The HGC is headed by the Director of Processing, under whom come all individual cases, (public and staff).

The D of P is the case czar of the organization.

The D of Ps total administration is done by HGC Admin. The D of P does not do admin, only technical, but is in charge of admin and all staff auditors and the department.

The D of P (or in case of more than 30pcs/week, a deputy D of P) interviews HGC cases every five hours of processing to establish the quality of goals and rudiments and what the auditor is running.

HGC Admin procures and assigns auditors, gives applicants from the Registrar their case estimates, keeps the files of cases, oversees proper auditor handling of forms, oversees testing or gets it done for HGC pcs when PE testing is closed, finds and assigns rooms for auditing and keeps, in general, the lines moving in the HGC.

If the D of P does these things or worse, takes preclears to process, you don't have an HGC. You have a technical collapse.

HGC quality must be high and staff high. It is the highest technical quality in the continent.

An HGC staff auditor audits directly on current run-down and produces high case gains. HGC Staff Auditors are the most respected auditors in Scientology and for a period of 11 years have always gotten the highest, fastest results in Dianetics and Scientology. A staff auditor may refuse to process or refuse to release from processing any pc.

The HGC was born to show field auditors the results that could be obtained, and lived on to carry the full burden of successful auditing around the world.

ADMINISTRATIVE DIVISION

Dept. of Promotion and Registration

D of PR is headed by a Director of PR only in the largest of Central Organizations. Otherwise its two sections are headed by Registrar - the Personal Registrar and the Letter Registrar.

Personal Registration Section

The Personal Registration section finds and signs up applicants for the Academy and the HGC.

The section includes one or more personal registrars, the receptionist and for Admin purposes, various admin personnel in the technical division. It is headed by the Chief Registrar.

For public purposes (and possibly in a future change) all registrars may be called or sign themselves as "Consultants."

The whole actual income of the central organization is dependent upon the activity and excellence of the Chief Registrar, just as its potential income depends upon PE and the Letter Registrar. If PE and the Letter Registrar do not get them in, it is still up to the Chief Registrar to do so. The Assn. Sec. receives the total income report from the Chief Registrar each week as part of the Personal Registration Section Report.

The Personal Registrars interview applicants, sign them up on contracts and releases and take their money for individual training and processing. When prospects seem too few, personal registrars go back over "hot files" and by phone or other means, seek to get people in.

A personal registrar cannot accept applicants finally for training and processing. This is done by the D of T and HGC Admin. The applicant when fully signed up is sent to technical. HGC Admin may demand more hours be signed for after assessment (not test) by E-Meter - if so the personal registrar signs them up for more, adding the hours to the contracts and taking in more money.

Personal Registrars are entitled to view the profiles of HGC and Academy results.

A personal Registrar always interviews a student or HGC pc after training or HGC processing and usually nets some 50% of an Org's income for additional sign up in these "after interviews."

The motto of a Personal Registrar is "Always sell something, even if only a book."

Unfortunately Personal Registrars have "income ceilings" for the Org. Any given Registrar may "pin" the week's income at a certain figure. This has to do with acceptance level on money. A Registrar must be wholly free on money or this will happen.

Registrars are Admin not technical personnel but usually the best registrars are good auditors. However, they may not assign times of processing for the HGC, nor may they criticize HGC results to a pc. If registrars are dissatisfied with results, the matter is brought up in Adcomm or taken to the Assn Sec. or even the HGC Sec if no remedy is forthcoming.

The Letter Registration Section

The Letter Registrar is in charge of the Letter Registration Section of PRR.

The Letter Registrar and assistants keep a steady flow of letters going to applicants to get them to come in for training and processing.

Income is proportional to the number of letters mailed a few weeks previously.

To send out his or her letters, information packages and other mail material such as projects, the Letter Registrar has executive charge of

all typists, Central Files, Address, Mail Room and Memberships.

TYPING POOL

Anything to do with getting letters written and mailed or sending out mailings or mail projects is wholly under the Letter Registrar.

All typing and typists are under the Chief Typist.

CENTRAL FILES UNIT

All files on Scientologists or applicants are under Central-Files in-charge. These include a file folder for every one who has ever bought anything from the Central Org. The files are divided into Live and Inactive Files. Magazines go out only to Live files. But letters may be written to persons in Live and Inactive Files. Everything about a person, except his financial statements, actual training record and test record is in CF, but data even on those, such as profile sheet, can be included. For instance a copy of an invoice, the profile of a new test taken, a notice of certification, all are forwarded to CF for filing.

Address Unit

Under Address in Charge, the up-to-date addresses of all persons in the Live and Inactive Files of CF are kept readily useable on a proper address machine.

Address-In-Charge is always ready to give any unit or department a complete card file complete with designations on persons in them whom that function is interested.

Address-In-Charge receives a copy of all invoices before they go to CF to make proper address changes or bring designations up to date.

All mailing and mail functions of the Organization properly come under Address-In-Charge. This is external mailings. The internal despatch system can also be included here if in use.

All franking machinery also comes under Address-In-Charge as well as stamps and their safekeeping.

Memberships

Memberships (as well as the issue of HAS Certificates) come under the Letter Registrar and are normally handled in the Address Unit.

Summary of Letter Reg. Section

The writing of letters, the packaging of info packets, accumulation of mailing lists, and the handling of all files and addresses is a highly developed activity in Central Orgs. It is enormously important since a Central Organization income, even when PE is running well, is forecast by the volume of this section. Volume has long since proven to be more important than quality in the mailing of letters and packages. Any

communication is better than no communication, as facts and figures have proven for years. Of course quality plays its role here too. Autumn 1960 data on how to write letters exists and should be followed.

Healing ARC breaks is a function of the Letter Registrar.

Preventing ARC breaks from happening by proper designations and address and Memberships is all part of this unit.

This section receives its mail at once after invoice and receives copies of all invoices. You can't expect high outflow and deny the section its inflow. Mail important to Personal Registration is quickly answered by Letter Reg and passed to Personal Registration when it has to do with people stating they will come in.

There is only one Central Files. Personal Registration may have folders, but just to use, not to keep. When a folder goes out of CF, a dummy folder is slipped back in, so marked as to tell where the real folder went. Anything to be filled while the main folder is gone is put in the off-colour dummy and placed back in the main folder when it returns.

Card files from Address rather than CF folders are used by other departments than the Letter Reg. Section.

Dept. of Material

Headed by the Director of Material (Dir Mat) the Dept. of Material owns every Mest object including pieces of paper in the entire organization and is responsible for its inventory, existence and good repair and usage.

Material sets up and clears away rooms, keeps the place clean, maintains everything; orders and supervises construction and even procures new office or auditing space. If its Mest, take it up with Material. If its service or significance or personnel, take it up elsewhere.

Material does all purchasing for the organization.

Purchasing can be done only after a dept. Head and Assn. Sec approval on a purchase order, no matter how small the item. The greatest single threat to organization survival has been Purchasing by Material without proper judgement and authorization by purchase order. Both Washington and London have been all but crushed by this function done wrongly. Johannesburg, purchasing with bad judgment, wound up with very little material despite huge bills. Purchasing is a fine art and in Central Orgs a primary threat if done too abundantly or wrong. Purchasing can be so bad that the Organization can go broke while acquiring nothing. Further, enough money to pay its bills and have things is a better index for necessary income than the unit. If the disbursement fund is kept more than adequate, the unit will also be high. Financial management includes what is to be bought. When its okayed by the Assn. Sec., Material can buy it. But if Material, in liaison with Accounts, sees danger in buying Material must take it up with the Assn. Sec with more figures even if the Assn. Sec has already okayed it.

The biggest potential upset next to purchasing is "job completion." An Organization can be torn apart if each job, started, is not finished before new jobs are begun. Unfinished jobs can upset everything. They must be avoided.

Material should be given proper schedules of activities so that rooms can be set up or auditoriums procured well ahead of schedule.

Cleanliness of quarters is a public point of acceptance of Scientology.

Dir. Mat. is a highly responsible job. It can make or break an Organization.

Dept. of Accounts

Headed by the Director of Accounts, the Dept of Accounts receives, safeguards and expends funds in the Organization. No other person can expend money, though others can receive it if it is promptly handed to Accounts.

Scientology Orgs had trouble with accounts until a special accounting system for Central Orgs was developed. That system is of a vital nature to the Accounts Dept. and must be followed without additives, ponderous ledgers, peculiar sub-systems or deletions.

A Scientology Accounts system is simple. It works. It consists of writing an invoice on a four-copy machine for everything received and a disbursement voucher on a four copy disbursement machine for everything expended, even petty cash, with a completed statement of what Accounts knows of the expenditure.

The system consists of four files - one with a file for every creditor, one with a file for every debtor, one with a complete file for every bank account and one with a file for every weekly breakdown envelope.

A board with nails on it for pinning up invoices for every category on the breakdown sheet and a book to put income sheets in plus an adding machine and cabinets completes the entire system.

Then if accounts will file every piece of paper, letter, invoice, voucher and receipt that comes in in those files properly, anybody can summarize them and financial management becomes possible.

Monthly, on a mimeo sheet that bears the name of every creditor, all bills are listed from the Creditor file (not from bills mailed in by firms) added up and presented to the Assn. Sec. with bank statements for his directions as to payment.

A similar mimeo sheet is made up of debtors each month and the amounts they owe us.

Pay is paid not by cheque but in cash by the signature of the staff member on a disbursement voucher that tells the whole tangled story. Staff members each have a folder in the creditor file at the back in which copies of the voucher are filed.

A chartered or certified accountant can always do a quarterly balance sheet for the Central Org rapidly from these files if they are kept up and are as designated.

We don't copy figures from figures into vast piles of day books, ledgers, statements and other mysteries unknown. The files are these books. The law demands records everywhere. These are the records we want.

When people pay on their bills, invoice it, (send them the while with their next statement) and file it in their file folder.

Our weekly breakdown sheet, showing gross and units, amounts deposited to salary sum, disbursement account, building fund must be displayed to the staff each week on a staff bulletin board.

We are interested in complete, orderly files and their individual summation. That's accounting in Scientology. If the Accounts department is doing something else, they're still in the 19th century when accounting was a vast mystery and managers went broke.

We have had good accounts and an easy life for Dir. Accounts everywhere the moment this whole system went in. Even governments were satisfied.

Admin Report Forms

Only one report (and its income sheet) is permitted per department per week - except in PrR where each of its two sections report.

We don't allow random report forms to develop in a Central Organization. Everything anybody wants to know is on a dept's single report sheet for the week.

HCO WW ultimately receives all except income sheets.

Technical Report Forms

A report by each student is required each week by the D of T.

A report for each session given a pc is required from staff auditors by the D of P. These are "reports to L.R.H."

All these are ultimately received by HCO WW.

Holding the Form

The above write up gives the essentials of the form of a Central Organization.

There are many policies. These are found in the HCO Policy Letters.

There are many specific lines and instructions. These are also mainly in HCO Policy Letters.

It isn't the type of area a Central Org is in that establishes the unit for the staff. It is the adherence to the form. As soon as parts

of the Central Organization break down the unit is affected adversely.

A Central Organization now makes as much as it adheres to the form above and gets in as much hot water as it does not. The earnings of a staff member are directly related to the pattern being kept. This form of a Central Org required a decade to develop. It is based not only on what is right but what Central Org personnel will do. Follow it.

There are certain truisms which have developed regarding over all department function. These are:

If technical breaks down (HGC) the whole show goes. Staff member cases bog, executive personnel isn't developed, ARC breaks disrupt the field.

A badly run Academy ceases to be attended at once by some mysterious grapevine.

If the PE Foundation isn't steadily flogged by the HCO and Assn. Sec its order crumbles since it is the first point of impact by a disorderly public. Where the public contacts the Central Org the points have to be held hard to keep order in.

We must never put things on "wait". The legal eagles are always asking one to wait. Companies are always putting us on "wait". Don't stand for it. Crush it through.

A staff member should be judged by his effective action on post, not on his charm or personality to other staff members or lack of personality.

A clique of friends of the top versus the rest of staff always denotes fear on the part of the top. The proper group is the whole staff in and doing their jobs.

It is better to train than process income-wise but don't neglect signing up pos.

A staff member whose appearance is sloppy tends to handle his comm the same way.

A security risk staff member can require as many as 2 additional staff members to handle the resultant Dev-T. Security risks are dynamite. Only with security risks do you get lying rumours and bad morale.

Never fill a post with a second-rater just to have a post filled on the Org Board.

It makes a camouflaged hole. Less staff, if highly effective, can get more done.

Don't try to raise the unit by firing good staff ever. Come down on the PE and registrars instead.

Get books sold to get people in. That applies to PE and reception

and the Registrars as well as HCO.

As an executive don't drag people off jobs to get emergencies done. Emergencies only occur after somebody drops the ball.

Free weeks demanded by HGC means the registrar-HGC Admin line has broken down, that HGC is doing a poor job and that people aren't signing for enough processing.

Keep field security risks out of PE, training and even the premises. They cost a lot of people.

Keep staff processed until they're clear.

Don't let a person on a department head post who has a bad needle reaction to control.

Don't let an auditor on staff who has a bad needle on help - they dramatize failed help every time.

The Assn. Sec can order a staff member to processing at staff rates but not to the detriment of processing of the public or other staff members.

Run a tight show, using this outline of organization, convert all franchises to Central Orgs, keep technical high and income up and we'll make it.

L. RON HUBBARD

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