

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

(Re-Issued HCO LA)

All HCOs

All Central Orgs.

HCO Area -Call a whole staff meeting, read, issue and discuss.

HCO POLICY LETTER OF JANUARY 16, 1961

Dist: Staff Hats

HELP ME PUT IN THE NEW LINES

We are about to execute some fundamental changes in Central Orgs. For years Central Orgs. have had trouble promoting and procuring. After months and day and night work in Johannesburg I have resolved this. It can work everywhere, according to early reports.

I am about to write up all the lines and hats of this new set up.

We already have technology wrapped up if it is followed. Ten hours of tape are coming to you from D.C. for use in training HGCs. It is our first complete package of technology, fully tested, fully vindicated. It has yet to be fully understood or used. It must be trained in on all staff auditors and all new auditors coming on staff. It is all there on the tapes.

In Administration, the new test lines are watch - like construction.

If we get too much alter-is, too much "change because this area is different", too many additives, we'll all be in a spin. My own admin. lines will become wholly unmanageable.

I will try to be as clear as I can be. If it isn't written into the line -up it isn't there. For instance, there was no phone number given in the I.Q. Ad., but DC put one in its Ad. and got no bodies, only floods of phone calls. I had to cable DC to get the phone number out of the ad, so people would walk in. For instance, an instructor trying to grasp Formula 13 wanted to know if you crossed off a name from its assessment list when it was briefly run. Nothing was said about this in the HCO Bulletin therefore you don't cross off names.

Additives have been the most source of most scrambling to date. People add things that aren't there.

Alter-is is the other sinner. I call for small 18" square tables in testing - large rectangular tables get bought, potential capacity of test room is cut in half.

People want to know what's the authority of HCO. It's earliest genius was the need to get new line-ups in place in Central Orgs. Broadly HCO is my office in an area. As executive director, I am usually the one to put in new departments, promotions, ideas and line ups. HCO is there to make sure they go in smoothly without omission, additives, alter-is or misunderstanding. Once these are in they can be run by my Association Secretary in that area. HCO is there to make Ron's postulates stick. That's its most vital action. My postulates are contained in HCO Bulletins and HCO Policy Letters.

You have to have cooperation from everyone to make an organization work. But there has to be a workable organization there before it can be worked. Group-think never created an organization that worked. Hence, I put them in, and modify only after long study.

Frankly, I could not function at all without HCOs and cooperation. I am tackling a huge job - the shift of Central Org. patterns all over the world and putting in new Central Orgs.

You can help by putting in the line up as laid down, without alteration or omission or additives. Only when it is all in and in right can you see whether or not it works or how it works. After it has been working for a long time, we can discuss refining it.

To make this new boom stick, we have to line up Technical Excellence first, making sure every pc that signs up gets full reality and case gain. Then we groove in the New PE foundation under a competent director. Then we make very sure of our Academy for future auditor supply.

To do these things, I am already furnishing you lots of unchanging gen. You are on a high level of stability now, Tech and Administration both. The only way we could fail is to fail to get the exact mock-up in and working. Then its lots of people, high units and we're away.

And I'm depending on HCO to make my postulates stick, on staffs to cooperate and on Association and Org. Secs to help the new policies take form and to run them sensibly and accurately after they are squared away.

That's our programme. Help me get it in shape.

L. RON HUBBARD

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