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CenOCon
Franchise
Field

HCO POLICY LETTER OF NOVEMBER 7, 1962

RE-ISSUE SERIES (4)
CENTRAL ORGANIZATIONS EFFICIENCY
(Re-issue of HCO Policy Letter of May 22, 1959)

One could say with bitterness that the only place some Central Organizations show self-determinism is the HCO and then only on processes.

We are getting too big to refuse to make decisions locally. If we are going to bring self-determinism back to man, we'd sure as the devil better display it in ourselves and on our jobs.

Once the basic purpose of a post or department is known, only two things should then be necessary:

1. Self-determined and responsible continuous creation of department and post, and
2. Holding the communication lines rigidly in place.

No number of specific, detailed orders can remedy anything if these two are not in existence. Specific, microscopic orders on how the job is to be done is not only impossible but defeats the purpose of posts.

The unit depends utterly upon each department and post acting causatively. The more problems that aren't handled by the department or post receiving them, the more confusion develops.

It is my job to appoint or confirm people on posts, to map general strategy, to provide written communication and keep myself informed. If I am impeded in doing that job, we'll never make it. And floods of requests for decisions which are well within the power of central organizations to make defeats us in two ways:

1. It cuts my lines by jamming them and
2. Denies us general leadership and materiel.

When I appoint or confirm a Scientologist on a post, I say "There, he'll handle that area". I don't say "Now I've got some more nursing to do".

If we are to bring self-determinism to Man, we must be prepared to exhibit it ourselves. Defining self-determinism as it applies to departments and posts, is very easy - It is the willingness to decide and act in a causative manner toward the traffic and functions of that post. When we have a person on a post who is the total effect of that post, we have the post caving in on him and the tendency to pull the organization in with it. Only when the person on that post can assume positive and effective cause do we have gains in dissemination, units, ARC and MEST.

There are two ways of being a total effect - just to fixate and act not at all, just to disperse and throw everything off with resultant confusion to all.

We must come to orderly cause point on every post. We must, we must, we must.

The full statement of function of every post is necessary or we have duplication of effort which we can't afford. But why beyond that do people demand decisions by others? Information they need. Traffic they need. A rigid communication system and exact lines they need, but decisions?

How psycho can you get? Given information and the purpose anybody can make a decision. Unless he's batty.

Right here and now I declare us to have become of an age to grow up.

Here we must decide, are we to have a Mussolini empire where only Rome could decide? Or are we to have tightly run departments and posts, taking their own causativeness over their functions and traffic.

True, I'm pretty clever about things. And I'm handy to have around. But I rebel at making slaves. If I cannot teach you to stand on your own two feet on your post, I've surely failed. You've got to be willing to be hanged for mistakes and not tremble for fear of making them. Be right on a majority of decisions, and don't be wrong on any important ones. But if you are you'll only be hanged. How come your neck is so precious when mine isn't?

Yes, it's important what you decide. Yes, it's the survival of your area at stake if you're wrong. But why be timid about it? The whole place will wither and die where you are if you aren't causative. The man or girl on the post is the one who puts life in it.

Continued

We have attained now

1. Our technical know-how
2. Our method of progress into the society - HAS Co-Audit
3. Our best form of organisation (6 departments)

And we can only be stopped now by failure to be causative, correct and decisive on our posts.

We're playing for blood. The stake is Earth. If we don't make it nobody will. We're the sole agency in existence today that can forestall the erasure of all civilisation or bring a new better one. If we aren't willing to be hanged for our mistakes we'll surely fry for them.

So, let's get causative, each and every one.

LRH:gl
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