

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF FEBRUARY 8, 1965
Sthil Staff

DEV-T ANALYSIS

(Continues HCO Pol. Ltrs. of Nov. 17 '64
and Jan. 31, '65).

Probably the basic reason for the expansion of bureaucracies is Dev-T.

When Admin staff in one of our orgs begins to exceed tech staff then it is obvious that a lot of Dev-T is on the lines. Proof of this is the continual finding that an increase in Admin staff does not lead to an increase in income but on the contrary often heralds an era of decreased gross income.

Within reason, you must not increase Admin staff numbers until you have thoroughly hunted down all Dev-T and taken adequate remedies for it.

When a government sees a lot of despatches it thinks it needs a lot of people. These, making more Dev-T, then seem to need many more people, etc. The cure for a lot of despatches without a lot of new income showing up is a brisk analysis of the org's comm lines.

This is simply done.

(1) Look around for constantly full and not emptied in baskets. When you find one in which the traffic does not move, look the post over carefully and decide which one of the following to do on the basis of what you find on that post (a) educate or (b) replace. If, when (a) is done, the basket again remains as before, do (b).

(2) Look into people's baskets for despatch and letter dates. If you find a basket where these are quite old, find out why and make up your mind what to do about it on the basis of what you find.

(3) Look into drawers for cached despatches, letters, etc. If you find a drawer full, realize somebody is staying clean on the boards by hiding what should be visible. Find out why this violation is occurring and act accordingly.

(4) Look over the traffic flow of the principals of the Org (Assn/Org Sec, HCO Sec) and analyse their traffic on the basis of the number of offline, offpolicy, off-origin despatches. Note what staff members are doing these and act accordingly.

(5) Make the principals of the org keep logs of offline, offpolicy, off-origin despatches and also bodies brought with despatches. After one week, take these logs and, as they spot the Dev-T artists in the org, act accordingly.

The main thing to know is never get reasonable about Dev-T. If it doesn't cure by education or other means, then you have no choice but to act. The sooner you act, the better for everyone.

NO WORK

The Anglo-Saxon race has a crazy spot on the subject of work. The whole ambition is to not work.

This is quite at variance with several other races and normal thetan behaviour.

Easily the greatest source of Dev-T is non-compliance or no-comm.

You can say all you want about despatches and analyse them thoroughly and with benefit to all.

But the most deadly conditions, the things most likely to produce the greatest floods of traffic in the long run are non-compliance and no-comm.

One or the other of these is the basis of any emergency.

So in analysing traffic to increase income and efficiency, be very alert to the points of non-compliance and no-comm.

sender in trouble when acted upon.

Example: A staff auditor proposes to the Assn Sec that students be trained better in 8c because of a recent HGC flub. The Assn Sec jumps on the D of T. The D of T privately pounds the staff auditor into the ground.

Ill feeling in orgs usually stems from these off-origin despatches.

In the above example, the staff auditor should have taken it up emphatically on the basis of a flub in the HGC with the D of P who then would take it up with the D of T still on the basis of an HGC flub. Then it has a chance of straightening out. You see, lacking data, the person originating an off-origin despatch usually assigns wrong cause. In the above example it may have been certification at fault, not the Academy at all. One can drown in a sea of errors on these off-origin despatches. Basically what ails governments is their dependence on spy reports, police reports etc. The reporting person does not wear the hat which should have originated.

When a staff member does not himself originate when he or she should, it will show up in the OIC reports and in emergencies. It is handled by putting on the person's hat, auditing or personnel transfers, not by off-origin despatches.

Did you know you can let an entheta despatch drop right there and create less entheta by doing so? Try it sometime.

Not all off-origin despatches are entheta, of course.

Part of this type of despatch is of course off-zone. Perth originating for Sydney. Or Los Angeles originating for New York. Or Assoc Sec London (as once happened years ago) doing business only in Australia. Or LA getting pcs only from Nevada. Here one sees somebody operating for the wrong zone or for only part of their whole zone. On a smaller look, a staff member doing only part of his job produces a similar result. And somebody doing another staff member's job is another version of it.

Off-origin despatches or work can make an awful lot of Dev-T - not always pleasant.

ORG BOARD DEV-T

An out of date Org Board can cause Dev-T.

A staff that doesn't have a well done Org Board cannot help but make Dev-T.

An Org Board is what we use instead of Appointment lists inside orgs. If it isn't posted on the Org Board, it hasn't been appointed. Why? Because an appointment is effective only if its work will be routed to it. If nobody knows about an appointment, then how can anything but Dev-T occur?

Thus prime preventers of Dev-T are:

- (1) A well done Org Board.
- (2) A complete Org Board containing all appointments.
- (3) A staff checked out on the Org Board.
- (4) All new staff checked out on the Org Board.
- (5) No appointments existing that don't appear on the Org Board.

A lot of Dev-T occurs because some people are insufficiently aware of the existence of an org. They think "we're all here together working". They don't realize everybody in the org does a different job than the rest.

There is no one so eager to reorganize everything as a new staff member who has yet to discover the org board and its purposes.

And there is a flood of Dev-T from anyone who:

- (1) Doesn't know the org board well and who
- (2) Hasn't got his own hat on.

Obviously, to reduce Dev-T and keep one's In-Basket within reason, one must:

- (1) Have a complete and well-done Org Board up to date and known, and
- (2) Get individual hats on.

Otherwise people will misroute continuously - sending their own bits to others and flooding wrong others with despatches.

HATS

Given a good Org Board with the purpose of each post stated and the whole thing well known to staff, lengthy and complex hats become less important.

Hats, complete ones, are important and of value.

But did you know that a staff member will do best if he has to evolve his own hat before he reads up on it or afterwards?

The way to do this is on a Clay Table.

Take a very fundamental statement of the staff members job - a complete, simple statement. Then, have the staff member:

- (a) Work out the org in relation to the field and public in clay;
- (b) Work out his job in clay in relation to the rest of the org;
- (c) Work out his job in clay in relation to his job and himself.

After a staff member has done that (labelling every bit of everything he makes,) and then done (a), (b) and (c) again, most of those misapprehensions and not-knows that cause Dev-T will be gone.

And it pays off in the time spent by increased effective volume and decreased Dev-T.

Very little Dev-T is caused by viciousness or mean intent. It's just the accumulations of (1) Not-knowns and (2) Afraid to dos.

Cure them.

L. RON HUBBARD

LRH:jw.mek
Copyright (c) 1965
by L. Ron Hubbard
ALL RIGHTS RESERVED