

HUBBARD COMMUNICATIONS OFFICE
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ALL DIVISIONS

This PL has been revised to delete the first page and a half which required that an individual never be made to decide or choose by Registrars or Promotion. This has been found contrary to more workable technology on Sales Closing Techniques which are now ordered implemented in all Orgs.

Its original name ("Handling the Public Individual") is also deleted. The remainder of the PL is valid, and follows:

THE FUNDAMENTAL

There is an even deeper fundamental at work here. It is quite startling.

You cannot get a flow without agreement. Examine your ARC triangle and you'll see why.

This is why an org won't flow traffic when Policy is out or not formed.

That's why any policy, agreed upon, is better than points of individual decision on flow lines.

It's not that people can't decide in orgs. They can. *But when* a staff member makes an individual decision not laid out by policy, the flow stops.

Thus all flow and traffic lines including people and money and despatches will flow smoothly and rapidly only so long as the decisions that can be made are also part of policy and are simple decisions.

THE RAPIDITY OF PARTICLE FLOW ALONE DETERMINES POWER.

Thus an org's strength and its sphere of influence and domain are all regulated by the *speed* of flow, both inside and outside an org!

And an org particle inside or outside an org (promotion, books, people, money) flows as fast as it's free of independent, unagreed-upon decision points.

Example: A flow line can go to A or B. Unless policy says "If it's above 80 it goes to A. If it's below 80 it goes to B," then that particle becomes the subject of a decision that is not covered by policy and *the flow stops*.

You can have a lot of choices on a Comm line or traffic line but *none* may be random choices made by an individual at that moment. The flow will stop, not because the decision is wrong but because the next point on the flow doesn't know what it really is and so can't handle it except slowly or by stopping it at least to think it over.

An org full of individual *decision points* not covered by group understanding is no org at all and will fail. It is a bunch of individuals working at cross purposes - each person okay, but the combined strength of the "org" is only that of one person in a state of confusion!

When the public is *also* being asked to decide about coming into an org full of individual decision points you get a total collapse.

The new Org Board overcomes all this. It has the choices laid out by policy and org form and formula. So it can grow, will be easy to work in and will remain a happy place unless somebody puts in some new decision points not on the chart. The result will be stopped flows, no traffic, no money, no org.

Never put in an "Individual random decision point" on a chart! That's the moral.

Then all staff can look over and see easily on what's decided where.

A multiple decision point can work providing only that all the decisions to be made are already known to all. Take a Communicator. She has to make many "decisions" that are known in advance. Which basket does what dispatch go into? That's an easy multiple "decision" providing the Org Board is easy to read and staff understands it and is doing the jobs for which they are posted. The line stops when the posts cross or aren't being handled, or at an "individual decision point" not then easily knowable to the staff.

This was the main problem in working out the 1965 Org Board. For the first time even my own post was being clarified by the need for knowable decision. Every post on the Board is like that. And it was all worked out. It could not have been worked out at all unless I had found some of the most fundamental formulas of this Universe. The type of pattern used kept one org going for 80 trillion years, believe it or not. And to that was added some very basic laws that had been overlooked by that outfit and which caused its eventual decay. It couldn't correct itself!

We aren't actually radically changed by the Org Board as all our own customs are functional on it also.

But it will flow and prosper as long as the decisions to be made are known already. Example: A bill disputed decision = deposit sum in Reserved Payment Account and get the bill straight then pay right amount. Example: Policy says Blue Students. They seem to be aquamarine coloured not blue. Report it to the Inspection and Reports Dept with all data. Inspection and Reports inspects and reports to the Office of LRH and policy is adjusted everywhere. Now we can handle aquamarine coloured students - or see that the Office of Estimations is forbidden to wear sun-glasses while estimating! And while the policy is under adjustment we stick by known policy until adjusted.

Frankly, the 1965 Org Board pattern, as posted, gives all the routing hats and therefore the "decisions" are already visible. If a flow stacks up or a basket fills, or trouble occurs, we have an overload or an absence or an injected "individual decision point".

Far from robbing anyone of self determinism, the 1965 board is welcomed by sighs of relief. Even I was glad to get my own work onto it. The whole room went bright when I cognited "Gee, this is what everyone is trying to do to me; make me an individual decision point!"

One puts one's *baskets* and one's "*hands*" into the lines and *acts* on the lines. One doesn't put his decisions on the lines as the lines then hit him! A postulate or a decision is too close to a thetan's identity! It confuses him and makes him feel *hit* personally by the Communications when he has to newly decide on each one. If the decision is already there, A or B, he can *then* route with his "hands", not with *himself*. If he is always newly and randomly deciding he gets carried eventually on down the comm line himself and goes off post! A thetan can handle a vast volume of action so long as he doesn't have to make a strange or fresh decision in each act. We can tell in orgs *who* is making fresh individual decisions as that person has to bring each of his own *despatches* in personally. (We call it, "bringing a body".) He routes himself too! Only a Communication runner who is involved only with *who* and *where* can do this safely as *her* decisions are known beforehand. Thus she can move on lines with impunity. Note that she only stops when she has to figure out *who* has now gone *where* and *why* she was not informed! Otherwise a Communications runner could go through fire and war with impunity without a pause so long as the *who* and *where* are known. Thus an investigation's personnel cannot also be a communications personnel without going half mad! But an investigation's personnel with *her* set of "*who* to look for and *where*" can move swiftly too! They (the communications personnel and the investigations personnel) have entirely different *previously known* decisions to make. Both are *who*, *wheres*. But the comm *who*, *where* is the comm station of a known person. And the investigation *who*, *where* is composed of *types* of *whos* and *reported wheres*. The purposes are different. The comm personnel sees to *whom* and *where* and delivers. The investigation personnel sees what and finds out *whom* and *where* and reports. Other staff must know what decisions these two will make. Other staff sees a jam of traffic and will feel comfortable if a Communicator predictably sends an expeditor to help clear the jam. Also, seeing a confused area, other staff will feel all right about it if an investigator pops up and finds out what and *whom* and reports it accurately for a predictable decision. Thus a staff trained in the pattern of decisions that will be taken by the various departments only complains when somebody green puts somebody else's traffic on their lines or leaps in investigating the maintenance men when it's a bulldog a pc brought to session that's howling. Things get *predictable*. One sees a pile of traffic growing, one knows an expeditor will show up. One sees a student blowing, one knows an investigator will show up. One can live in a *predictable* environment. One gets nervy only in the presence of unpredictable decisions. Want to know why wog courts make

people nervy? Who can predict a wog court decision? Who can even predict the sentence man to man for the same crime? It's not knowing that makes men stupid. Part of knowing is "In a given situation what should be decided?"

Only a new knowledge of universal laws has made it possible to make such an org pattern, for its decisions are then basic in every person and the universe in which we live. We need only avoid *bank* dramatizations to own the lot.

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