

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

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HCO POLICY LETTER OF 16 NOVEMBER 1966

ADMIN - KNOW HOW  
EXECUTIVE FACILITIES

FACILITY DIFFERENTIAL

When a senior executive has the ability to make money for the organisation or greatly raise statistics and when this ability has been demonstrated, that executive should have facilities.

This ability is often discoverable by the absence of the executive from post for a period or when the executive is pulled off by emergencies. In such a time the income of the org may sink.

The degree the income shrinks is the "facility differential" of that executive. It is worth that much to the org in facilities to have the executive on post. Example: With that executive on duty - income \$8000 per week. With that executive absent - \$5000 per week. This is the "facility differential" of that executive. It is, in this example, \$3000 per week. This means that the org could afford \$3000 per week extra to provide that executive with facilities for his work to keep him from overload. For it will lose \$3000 a week if this executive is distracted or overloaded. Of course nobody expects the org to spend \$3000. It just shows the extreme amount it could spend. One cannot afford not to spend some of it for facilities for this executive. The moment it does spend some of it - providing this executive does have this influence on income or production - the differential rises as the org makes more money or as the stat goes up. This trend can be pushed up and up.

Executives don't deserve secretaries or communicators. They earn them. If an executive has no "facility differential" he should not have special personal help.

The "facility differential" can also be judged from other statistics but income is the primary one.

For instance we have just found my "facility differential" for Saint Hill Org only. It is, based on losses during a six months absence and gains for the last part of the year, £244,000 per annum for just this year. Thus the org could afford to spend £244,000 per annum to furnish me management facilities.

In this case the computation is made by the org's increased indebtedness for the first six months plus the lack of reserves set back and the rate of dismissal of debt in the last six months plus the reserves set aside. The increasing debt and reserve absence for six months is added to the debt reduction and reserve presence for the last six months, giving the total. Income and other personnel remained similar all through the year but began to fail and was picked up by me at the half year.

The value is actual cash wasted in my absence and a beginning failure set up by bad tech and the recovery in terms of cash retained and income upsurge.

Naturally, this is a very high sum at this time (though quite accurate).

The org however cannot afford not to give me every facility required to keep me on its lines.

These total only a few thousand a year for extra personnel and admin facilities, not anywhere near £244,000. Thus, if the org (SH only) permitted me to move off its lines and failed to provide me facilities, it would lose on the current balance sheet, £244,000 per annum in actual cash and would in fact go broke. It can't stand that much loss. So, the answer, nothing to do with my

wishes, is that SH must provide me facilities for its own sake. Pay has nothing to do with it as I don't get paid. But SH staff pay would cease entirely as they would have no jobs.

An org is very lucky to have a few persons who can make money for it, fortunate to have one and in a mess if it has none.

Post title may mean nothing. A Registrar who, on post, brings in \$5000 a week and off post the org gets only \$2000 a week is obviously such a person. The facility differential is \$3000 a week!

A Treasury Sec who on post has a cash bills ratio equal but off post the org, through lack of his Financial Planning, gets a gap of \$20,000 for the three months he is off means a facility differential of \$80,000 a year a year for that Treas. Sec.

The usual reward is promotion but the org often loses income by promoting a good Reg to a poor Dissem Sec.

The answer is to give the person facilities as there is a "facility differential". This may include more pay on post but must include more facilities, beyond that of other staff members.

Just doing a normal job on post is maintaining income. It takes quite an executive to raise it markedly beyond normal expansion.

Mary Sue, by actual data of times past, is worth to an org or any single executive post about 50% of its regular gross income. The fall and rise of about half the income has been demonstrated in several orgs over many years. Had she also been subtracted from the SH Org, the facility differential added to my subtractions would have put it out of existence before the year was out.

It would be very foolish not to give her facilities. Yet she has never been known to ask for any and facilities have had to be initiated for her when they occurred. Thus top executives themselves have to notice this and demand facilities for the person. If they do not the person at the very least will go off post or their services lost because of overwork.

So one doesn't have a Communicator because one is an Exec Sec or senior executive. One has one if he or she has a "facility differential" beyond normal expectancy.

And that tells one who has Communicators in an org. And who has the facilities.

And it says who must be given Communicators and facilities and who shouldn't have them.

Granted it is sometimes hard to determine this "facility differential" in a staff member. But long experience will establish it.

### FACILITIES

Facilities normally include:

- (a) Those that unburden lines.
- (b) Those that speed lines
- (c) Those that gather data
- (d) Those that compile
- (e) Those that buy leisure
- (f) Those that defend
- (g) Those that extend longevity on the job.

One can think of many things that do each of these.

The bare minimum are accomplished by giving the executive a Communicator.

The Communicator more or less covers all the categories above. Then, as the facility differential rises the Communicator sheds hats by providing other people to take over these functions as outlined above.

#### ANALYSIS

The org board pattern (names of divisions, departments and their code words as per any of our org boards) is an analysis system which can be applied to any person or job. He is light or heavy on one or more of these and the pattern gives him or her a clue as to what is wrong.

Write them down for yourself and you will see. Which ones don't exist in your actions, which are in emergency, which are normal and which are high?

This is an ultimate analysis of the state of one's post. Or of one's life for that matter. One can progress simply by doing this now and then.

These also comprise a total pattern of facilities.

However one needn't go so far to help an executive with a facility differential at first. Later such an analysis is absolutely necessary to keep facilities in balance.

At first one only need give the person a better desk in better space and a better phone and more ball points.

But a real facility differential amounting to 25% or more of the org's income (on or off job difference, proven) demands not only these but also a Communicator.

#### WHAT IS A COMMUNICATOR?

A Communicator is one who keeps the lines (body, despatch, letter, intercomm, phone) moving or controlled for the executive.

The Communicator, when not helped by others, really assumes all of (a) to (g) above and does nothing else for anyone else.

#### PRIMARY COMMUNICATOR DUTIES

The primary actions of a Communicator concern despatch lines and are as follows:

1. Receives all written comm for the executive of all kinds with no by-pass.
2. Identifies and returns to sender all Dev-T. The executive never sees it. Notes the senders in a book. Attaches the approp Dev-T Pol Ltr to each returned despatch. Monthly reports the names of offenders and the number of times to the executive. (For these people are ruining other staff members too.)
3. Puts all directives, Pol Ltrs, HCO Bs and Ethics Orders and any statistics in a folder so marked each day.
4. Puts the org despatches in a folder so marked each day. (If several org areas or Divisions are being handled, puts the despatches in folders by areas or Divisions).
5. Puts the personal despatches in a folder so marked each day.
6. Deletes from the lines anything that may be routinely answered by letter and answers it and puts the originals and typed answers for signature in a folder so marked each day.

7. Presents the folders named in 3 to 5 inclusive in the executive's In basket at the beginning of the executive's work day (and holds all the rest that come in after until the next day)
8. Puts the Signature Folder as per above in the In basket at the latest moment of the day sufficient to get them signed for the evening mail.
9. Lays cables and telegrams in the centre of the blotter on the executive's desk.
10. Comes in for cable answers when called.
11. Picks up and files properly for the executive all Pol Ltrs , Directives, in the executive's own file.
12. Keeps the executive's own files for the executive's use.
13. Keeps excess paper, magazines, books picked up and filed.
14. Leaves alone things the executive is working on but files them if not being worked on after a while.
15. Oversees cleanliness and arrangement of desk and office.
16. Oversees ampleness of pertinent supplies, paper, pens, stapler, clips etc,
17. Doesn't take up the executive's time with chit-chat or verbal reports or rumours.
18. Handles by-hand rushes for the executive in and out.
19. Blocks all body traffic until its business is established, then routes it properly. (Except where body traffic is the executive's business on post, in which case the Communicator smoothes and regulates it.
20. Handles 'phone traffic and keeps it very low, lists abusers as Dev-T.
21. Takes down names of staff body traffic that is not a routine part of the line and reports it with the monthly Dev-T report.
22. Takes the entheta off the lines but not items which if not handled will endanger the org.
23. Notes staff who hand the executive problems but do no compliance with solutions ordered, and recommends Ethics action.
24. Finds out bits of data when instructed to do so by the executive.
25. Keeps alert to malfunctions of lines and reports them for handling to appropriate persons.
26. Does not take up time of other staff or executives by unnecessary visits and does not prolong such visits beyond a crisp minimum transaction.
27. Blocks all lines if the executive engrossed in a project.
28. Keeps own desk and materials neat.
29. Demands a Communicator's secretary if differential great enough and lines are jamming.
30. Demands other facilities as per (a) to (g) above if the facility differential is great enough and there is over-load.

COMMUNICATOR'S TITLE

A Communicator's title is always his or her executive's followed by " 's Communicator". To that, when there are more than one may be added "for ....." being a function or Division.

### COMMUNICATOR'S PURPOSE

The Communicator is to help the executive free his or her time for essential income earning actions, rest or recreation, and to prolong the term of appointment of the executive by safeguarding against overload.

### COMMUNICATOR EXEC ACTIONS

The Communicator has his own executive actions. These come under the Admin Know-How HCO Pol Itrs of contemporary date.

If a Communicator can get these and Dev-T Policies grooved in for the executive the Communicator is invaluable.

A Communicator should know the Dev-T and Admin Know-How Policies star-rated.

It should be no surprise to an executive to receive from his or her Communicator a notice that the executive is violating Admin Know-How or Dev-T policy. "May I call to your attention that you are wearing the Dir Clearing hat and have been for two weeks," or "You should request from A.C. appointment of a Board after your 10 July Urgent Directive."

### COMPLIANCE

Policing Compliance for a Senior Executive is a vital function of a Communicator.

When an Executive issues orders and they are not complied with then, as this builds up, that executive will suddenly behold a shock situation squarely on his plate.

Non-Compliance lets entheta situations back fire right up to the executive. The degree of non-compliance regulates the number of screaming emergency messes the executive will have to handle.

The Communicator then keeps an LRH Comm type log and notes in it the orders or directives issued and notes as well compliance (using Dept I & R and time machine). At length the Communicator will have a non-compliance list.

This usually involves only a few persons or outside firms.

The Communicator should inform the executive of this by presenting orders ready to sign nominating Ethics Hearings or Executive Ethics Hearings (or dismissal of outside firm) on certain persons who consistently non-comply.

If the executive has a junior post and a Communicator, then for non-compliance one substitutes "job endangerment" actions which harrass the executive and must be filed and remedied before the executive's statistic is shattered.

Only in that way can a Communicator defend his or her executive from being hit by sudden shocks. Non-Compliance (or job endangerment) lets the barriers down on the whole incoming line to a nasty situation which will then, unhandled, hit the executive with no time lapse left. So he has to handle a deteriorated situation in a screaming rush. He probably handled it months before but non-compliance let it worsen. And job-endangerment, let it build up, has the same effect on a junior executive. The amount of bad news an executive gets in is in direct proportion to the failure of compliance (or job endangerment) and the Communicator's failure to spot it at the time. The shorter the time one has to handle a bad mess, the harder and more shocking it is.

This is the sole reason a competent executive grows tired, wants to quit, leaves his job.

It is basically Communicator failure to warn him of non-compliance (or job endangerment) early, so that he can get people who will comply (or get those who endanger him off his back with their ineffectiveness or suppression). Or who will do their jobs and

not leave them to the executive or let the executive suffer from their deeds or lack of them.

The fashion of a "private secretary" for every title is of course nonsense. As not every title by far is an income producer or statistic raiser.

Giving facilities to titles instead of high statistics denies the real producer what he needs by soaking up available help into corners that cannot benefit the org with it.

A normal action of a post is the usual covered (not uncovered) post which if replaced changes nothing. A real facility differential is a large change.

Thus if you give facilities to those who have no more than normal (covered post) facility differential and those who have a marked facility differential are given no help, you will eventually wipe out by overwork those who have the facility differential and the org will collapse.

It is not flashy new ideas so much that raise income but efficient standard actions.

New ideas are fine, when all the old programmes are also working.

An executive who is brilliantly successful is one who can get all the formal, standard functions going and then add the garnish of bright new angles that augment the proven track.

Facilities give a valuable executive "think time" and "consider time" and a fresh alert attitude toward what is going on.

If you want to raise your income as an org, then :

- (a) Get all standard actions functioning and staff working and
- (b) Spot those with "facility differential" and give them facilities.
- (c) Don't falsify any "facility differential" for sake of face or status.
- (d) Make sure that facilities granted know their business or work.