

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non-  
Remimeo  
Execs SH  
Org Exec Course

HCO POLICY LETTER OF 26 DECEMBER 1966  
Issue II  
Correction and Addition

ADMIN KNOW-HOW

HOW TO PROGRAMME AN ORG

CORRECTIONS AND ADDITION

SEQUENCE OF PROGRAMMES CORRECTION

The Sixth SH programme from the top on page one states, "To find financial support for SH activities resulting in the SHSBC which also accomplished the next above." This does not refer to "next above" but to two above, "To train technical and admin staffs for Commonwealth orgs." The Saint Hill Special Briefing Course was founded (a) to train tech and admin staffs for Commonwealth orgs and (b) was found to be the solvency factor of Saint Hill which was being looked for.

"Next above", "To make Commonwealth orgs run on their income without using all the bills sums owed SH or Ron as part of their operating funds" has only partially been solved and the SHSBC was not founded to solve it although it helped. The 7 Div system began to solve it (financial independence of outer orgs) but only where a good Qual Div was put in first and all area failed or overrun cases were picked up. It is notable that Sydney and Adelaide, reported by Auckland to have put in no Qual Div even after 2 years of urging, were low orgs on the totem pole. Others that did get in a Qual Div and pick up their failed cases and overruns improved very markedly. So the solution to solvent outer orgs that could run without using SH or Ron's income lay in (a) establishing a fine Qual Div, (b) picking up their area's failed cases and also repairing all overruns, (c) training their staffs on tech and admin in the new Qual and (d) putting in a fine Tech Div. Those that really did that are going very well. Sydney, which butchered cases once by overrun E2-12, evidently completely neglected the programme and remains insolvent.

ADDITION

To make a simpler statement of what is a Programme, the following is offered:

1. The org has a problem relating to its function and survival.
2. Unless the problem is solved, the org will not do well and may even go under.
3. The solution is actually an org activity or drill. We call this a PROGRAMME.
4. To find and establish a programme, one conceives of a solution and sets it up independent of org lines with its own staff and finance as a SPECIAL PROJECT.
5. When a special project is seen to be effective or, especially profitable, it is then put into the org lines as worked out in the "special project", bringing its own staff with it.
6. The usual place to carry a special project is under the Office of LRH or the Office of the HCO Exec Sec or Office of the Org Exec Sec. Programmes go in their appropriate departments and divisions, one to six, not seven.

OVERHAULING A PROJECT

When a programme goes bad, gets altered to a point of unworkability or carelessly conducted or is dropped without orders to do so two things may happen.

1. The Exec Sec (or LRE, Guardian or Asst Guardian or LRE Comm) over that division puts the executives which should have seen to the programme in DANGER Condition and personally pushes to get the programme back in as a programme.
2. If this fails, the Exec Sec (or LRE, the Guardian or Asst Guardian or the LRE Comm) hauls the whole programme into his own office as though it were a new special project, gets it personnel and finance and sets it all up and then gives it over to its correct dept and division.

The second step comes about when one finds any non-compliance in doing (1) above. As a Danger Condition was already set up and the Exec Sec (or other senior) is handling it on a by-pass already, if one still can't get the programme restarted there is no other action one can take than pulling the whole thing into one's own office. For sure somebody has a foot on it. Although we can try to find WHO has, this is no reason to continue to stall the programme. After a Danger Condition on a programme has existed for a while with no change of activity, one is wasting one's time to keep pushing on a via. The easier course is simply to say, "As Address has been in Danger for some time and still continues to goof, I, the HCO Exec Sec, hereby take Address into my office in Division 7 where I will personally straighten it out and meanwhile the Ad Council is to nominate for the Exec Council a new HCO Area Sec."

In actual operation - I often do (1) above - call a Danger Condition on a programme that is not functioning, handle it personally and use Ethics action on those by-passed.

Sometimes when (1) doesn't work, I realize there is interference still and haul the whole section into my office as a function of my office. It may stay there quite a while. Then I will put it elsewhere as a complete section transfer. Sometimes after the transfer I again have to haul it back. Usually that's because it went into the wrong place in the org. If you put a section in the wrong dept or division it just won't function. The exception is the Exec Div and anything can be put in there for a while.

The common error in (2) is to forget one has it and forget to transfer it when formed up properly. If one looks over what hats he is wearing one usually finds a programme or two he has been handling and which he ought to finish up in final form and put into the org proper.

In theory any exec or even an In Charge can do (1) & (2) above.

If (1) doesn't work then do (2). The main mistake is to forget to complete the action of (2) by putting the programme back in place in the org. To prevent that from happening, when you do (2), change it also on the org board. Then it stays in view. Otherwise one forgets and soon begins to feel overworked.

Almost any executive is holding on to a special project or two or even a programme. So one should routinely look over one's own hats and re-find these and complete cycle on them.

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