

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 OCTOBER 1968

All Execs  
Remimeo  
Org Exec Course  
Introductory

IMPORTANT

Admin Know How

When trying to get stats up you must realize that what GOT stats up will GET stats up.

Using new, unusual experiments can crash your full intention.

In new Programmes the BUGS have not been worked out. It's like a newly designed piece of machinery. The clutch slips or the h.p. is sour.

New programmes are undertaken on a small scale as PILOT PROJECTS. If they work out, good. Spot the bugs, streamline them and prove them. Only then is it all right to give them out as broad orders.

So it isn't good for an EC to hand out strings of orders. Or for an executive to start a lot of new projects.

There is a thing called STANDARD ADMIN. It comes from the Policy Letters.

When we produced the wild, soaring tech stats with the Sea Org Class VIII Auditor programme IT WAS BY PUTTING IN THE EXACT PROCESSES AND GRADES. By going Super Standard we got 100% case gain.

It is the same with Policy. If you get an org in with Super Standard Policy - Promotion, form and Admin - the stats SOAR.

Telex Orders

Instead of sending out a mad avalanche of orders on Telex, an exec should only send the number and date of the Pol Ltr he wants in AND THEN SHOULD RIDE THAT ONE ORDER until it is in.

To choose WHAT Policy Letter is of course the trick. One has to know something about the Conditions of the org before sending the order.

TRYING TO GET ALL POL LTRS IN at once can also swamp an org. "Get on Policy" is a meaningless remark. Get on such and such a Policy, if it is obviously out, is a very valuable action.

General EXEC ACTIONS

Eds are there to say WHAT policy should be concentrated on. not to give new orders.

An Executive who is wise, gets in Policy on a gradient (little by little, building it up higher and higher, keeping the old in while adding in the new).

To understand how to do this, one must be able to conceive of basic outnesses. It requires real genius to discover how gross and how basic an outness can be.

An Exec pounds away with a high level policy on how to do accounting. Is his face red when he finds the reason for the muddle is that there isn't anyone in the division!!!

Once we almost "did our nut" trying to find what outness had unmocked an org. All sorts of involved conclusions were reached. All manner of orders given without any improvement. And then "murder outed". EVERY registrar in the org had been removed and no new ones appointed. The public couldn't find anyone to sign them up.

I once sent a Continent into Power simply by discovering that it had not appointed people to the posts of Exec Sec in any org! How "out" can it get? As soon as Exec Secs were appointed, the whole Continent went into Power.

I once read an Ed which (a) removed all executives but one and then (b) gave 20 complex orders "to be done at once". The one remaining personnel could not have executed any of them. I at once cancelled ALL Eds not issued by myself and shortly up went the stats.

Wondering why no mail is ever mailed does not call for a complex policy. It calls for a policy about the form of the org, how it must have Exec Secs, Divisional Secs. For there to be no mail going out can only mean there's nobody on post!

A Divisional Sec trying to get in his division's policy must look first for GROSS outnesses. They are never small. And then he must get them in by Policy. Then they'll stay in.

There IS a Standard Admin. It deals in simplicities. People are on post. Particles flow. Promotion is done. Tech is delivered. The org board is up and is followed.

If policy isn't in at that level of largeness, it will never go in on higher points.

Knowing an org inside out is also knowing who to tell to do what and what policy to get in when. It's like knowing how to drive a car. It won't go if you don't know where the ignition switch is located. Policy outnesses occur and unusual ideas are put forth only by those who don't know what is usual in the first place.

Like Standard Tech, In Standard Policy the results come from getting in the basics and doing them well.

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