Remimeo
All Bureaux
 Hats   <u>Admin Know-How No. 25</u>
OEC

<u>CLOs OTLs and FLAG</u>

(References: HCO Policy Letter of 14 September
1969 Admin Know-How No.22, "THE KEY INGREDIENTS"
HCO Policy Letter of 8 May 1970, "Distraction
and Noise" and the P/Ls of THE DATA SERIES.)

<u>PURPOSE OF CLOs</u>

TO MAKE PLANNING BECOME AN ACTUALITY is the key message
of the key ingredients.

This also unlocks the door to an understanding of
Continental Liaison Offices and Operation and Transport Liaison
Offices.

Unless the staff of a CLO or OTL knows the purpose of its
existence it ceases to exist as it will be of no real use.

A CLO or OTL must be of USE to FLAG and ORGS and Franchises
and the public. If it is not then it will become valueless and
a burden.

If it does know and if every staff member in it knows its
purpose then it will prosper and its staff will prosper. If not
it will become unmocked and confused.

THE MAJOR PURPOSE OF A CLO OR OTL IS TO MAKE FLAG PLANNING
BECOME AN ACTUALITY IN ORGS, FRANCHISES AND THEREBY THE VARIOUS
PUBLICS.

<u>STEPS</u>

In THE KEY INGREDIENTS you find a cycle of Management as
follows.

           1.   Observation

           2.   Planning

           3.   Communicating

           4.   Supervision

           5.   Production

           6.   Users.

Plans in this P/L include Programs and Projects and are
the duty of FLAG.

CLOs and OTLs fit exactly at No. 1 <u>Observation</u> and No. 4,
<u>Supervision</u>.

Orgs fit at No. 5 <u>Production</u> and the Publics at No. 6 Users.

No. 3 Communication occurs internally at Flag; between Flag and CLOs; internally at CLOs; between CLOs and Orgs and Franchises; and between orgs and franchises and the publics. There is also internal communication amongst the publics and within each public, known as "Word of Mouth advertising" and "Goodwill".

Laying out this network of communication is an interesting exercise for you will see that it is becoming global - over the whole world. In addition to increasing understanding this will give one a concept of the true size of the operation. "Publics" is a Public Relation term meaning a type of "users".

OTLs are an extension of CLOs for the CLO.

If you can conceive of this network of communication you can then work out the remaining KEY INGREDIENTS.

OBSERVATION

Orgs observe for CLOs. OTLs observe for CLOs.

The Stats In Charge of an org, the Finance Banking Officer of an org, the Bureaux Liaison Officer in an Org, the owners of a Franchise and individuals of the publics are all <u>Observers</u> (No. 1 of Key Ingredients). They send their observations to OTLs and to CLOs.

In the Data Bureaux of a CLO these observations are duplicated and CIC processed for local CLO use but is at once also sent swiftly on to Flag.

In the Data Bureau at Flag all these observations are assembled by Continent and org and evaluated.

From this Flag Evaluation (see Data Series on how it is done exactly) No. 2 of the Key Ingredients, PLANNING can occur. This step, for our purposes includes finding the major International successes and outnesses and the big WHYs or reasons for them. Flag puts these into programmes and projects and sends them out via CLOs to Orgs and sometimes Franchises.

CLOs and their OTLs now come into their own. They SUPERVISE getting these programmes and projects in and done. This is the Bureaux systems PRODUCTION.

The organization and its production results are of course expressed with the publics which are thereby served and increased as USERS.

Thus all the KEY INGREDIENTS line up.

FLAG PLANNING

On Flag the basic overall effort is designed and planned. The big broad situations are spotted and the WHYs (reasons for them) found.

The plans, programmes and projects turned out by Flag are designed to press on with the major International designs and to spot major falterings or outnesses.

The results are policy, tech, programmes and projects.

In general Flag does not work on things that fit only an individual org.

What Flag plans and makes projects for fit a type of org or all orgs and are for the applications of orgs to the various publics.

By proven statistics, what Flag plans will improve or boom an area if it is applied.

Where Flag Planning, represented by Programmes or projects, is actually gotten into full action in an org, that org will boom.

Also, by long historical proof, where an org or area neglects or doesn't execute Flag Planning and its programmes and projects, there is a collapse.

This isn't PR. This is the story of the years.

If Flag Planning got into full activity in every area we would have the planet.

For instance the GI boom is the old Flag Tours orders suddenly reactivated and carried brilliantly into effect in the Pac area. Flag was putting tours data and tours training together for a year before the present GI boom. This was then beautifully carried out by splendid initiative in the Pac area and spread.

The resulting production of GI came about because Sea Org Officers brilliantly did it with a spark and spirit beautiful to behold. And it was successful because orgs were now being headed by Flag trained Flag Executive Briefing Course grads. Policy was now going in. And the only falter was where policy was departed from or was not asked for.

So Flag Planning if executed has a long historical background of huge success.

CLO ACTIONS

This brings us straight to the real duties of a Continental Liaison Office and its branches called OTLs.

A CLO is in charge of its Continental areas. It has direct comm with orgs. Has or will have Finance Banking Officers and Bureaux Liaison Officers in each org.

The first duty of a CLO is to observe and get those observations into its own Continental Information Center (CIC) and observations and reports and lists of its own activities to Flag.

What are these activities?   They are:

A. To observe.

B. To send observations by users, orgs and the publics to Flag.

C. To push in Flag Programmes and Projects.

D. To FIND the WHY (reasons) that any Flag Programme or Project is not going in in an org or franchise or public and REMEDY THAT WHY so the Flag Programme or Project DOES go in.

E. Keep itself set up and operating on the pattern planned for its establishment by Flag.

F. Handle sudden emergencies.

Those are the TOTAL duties of a CLO.

They are also the duties of an OTL in respect to its CLO.

ORGS

Orgs and Franchises push in Flag programmes and projects by department and division and also by individual staff members.

At org level and the level of its publics the org is doing A to F above.

A Bureaux Liaison Officer or an FBO in an org is doing A to F and answering to an OTL or CLO.

The OTL handles one or more orgs as an expanded arm of the CLO and it is doing A to F.

The CLO is working at the level of individual orgs and Franchises and their publics through them.

Flag works through CLOs then to OTLs or orgs to the publics.

It would be highly informative to lay all this out
in Clay. For it IS the winning pattern. Where it is not
understood an area breaks down and needs emergency actions.

SIMPLICITY

The floods of information pouring through these lines
make them appear far more complex than they are.

That a CLO runs its own service org does not violate this
in any way. That's just another org to run.

Let us take an actual example.

Data coming in to Flag over a long period indicated
few auditors being made and slow (unbelievably slow) courses
over the whole world. Several observations were ordered by
Flag at one time and another.

The situation was very serious. Slow courses meant no
real delivery. It meant an org had to work too long for too
low a payment. It meant no auditors available. It meant
no students would enroll because they couldn't spare that
much time. Orgs couldn't get Class VIs home from SHSBCs.

Observations piled up and up and up. A 3 week course
on Flag would become a 6 months course in orgs. It defied
belief.

After a long long study of all this, and first hand
experience at Flag some whys began to show up. The HCO P/L
15 Mar 71 "What is a Course?" was one answer. The Flag Course
Supervisors Course designed to be taught in the Service Org of
a CLO. TRs the Hard Way came out of this.

Each one of these and projects based on them went out
from Flag to CLOs and thus to orgs.

Then the big outness exploded into view. The June -
Sept 1964 Study Tapes were NOT in use in courses!!!! That
was the major WHY.

At once the Word Clearing Tech was re-piloted on Flag.
Simplified versions were worked out. HCOBs were written.

Projects to get them in were written.

A whole series of drills, one for every possible
Supervisor action were swiftly put into form by an on-Flag
mission and piloted.

These, as programmes and projects are pouring out to
CLOs to orgs by rapid communication as fast as packaged
from Training and Services Bu Flag.

Assistant Training and Services Aides in CLO Training and Service Bureaux should see that they get into each org and Franchise, using CLOs LRH Comm and External Comm Bureaux.

In orgs LRH Comms or Bureaux Liaison Officers should get them checked out and **in**.

And EVERY ORG WHICH DOES NOT AT ONCE GET THEM IN AND IN FULL USE is of immediate interest to the CLO Data Bureau. The Tr and Serv Assistant Aide should be working to get his org contacts to give him data to find out WHY they are not IN. And Action should be alerted so it can send a CLO Mission to find out WHY or remedy the already found WHY.

OTHER DUTIES

"Noise" (HCO P/L 8 May 1970, Distraction and Noise) is the main reason this does not happen.

The org is in a flap of unworn hats, no personnel and the milk bill.

The CLO Tr and Serv Bu is trying to handle a sick exec.

Noise! Every bit of noise being generated is because the main situations are not being handled, only the Dev T around them.

Like an HAS who has no time to hire because he is so busy with internal personnel demands, an org or CLO can be so knocked around by nonsense generated on the fringes of an unhandled situation that the real reasons do not get handled.

So "other duties" seem to be so important in an org or a CLO that they do not carry the line through. Why are they so distracted by so many outnesses? Because the main line is not in!

There are NO other duties more important than remedying the reason one has so many other duties!

FLAG REMEDIES

The remedies come from Flag. They are based on area observations from many sources.

CLO DUTY EXAMPLE

To construct an example of a real CLO in action.

The Asst Management Aide of a CLO finds her Project Board blank for Bongville. CIC of the CLO states no reports are coming in from Bongville org. The last stats sent were poor. There is natter in Bongville's field.

On A/Mgmt Aide request, CLO's Action Bureaux writes the MOs for, briefs and fires a single observer Missionaire.

In Bongville, the CLO's Missionaire manages to find the "Exec Director" Bongville (who is not the ED supposed to be there according to CLO Personnel records).

The following conversation takes place:

The org's ED says "Your CLO has no reality on what's going on here in this org." Question: (from CLO Missionaire) Do you ever send any data or reports or stats? "No, we haven't time for that. We keep going broke." Question: Do you know Flag policy relating to pricing and financial planning? "No, we're too busy. All this questioning is just too distracting. The landlord is threatening eviction." Question: How much money have you invoiced in the last month? "Oh, very little." Question: But I see you have a full classroom of students. Have they all paid? "Oh they've been here a year. They paid long ago.......I think." Question: Have you put the Flag Word Clearing Project into effect so they'll finish their courses? "The what?" Question: Have you sent anyone to the CLO Tours Course? "Please, I've got to go now. The HAS just transferred the Course Super to the Estate Section and our only auditor to Ethics Officer and I've got to tell our afternoon pcs to come back tomorrow........"

TELEGRAM: TO C/O CLO. ADVISE YOU SEND A MISSION WITH A HAS AND AN AUDITOR AND FBO TO BONGVILLE FAST TO HOLD IT. SUGGEST TWO BONGVILLE STAFF MEMBERS TO CLO TOURS COURSE AND TWO OF THESE EXECS TO FEBC. NO FLAG PROJECTS IN. CURRENT ED JOQUIM SOKUM DISTRACTED DISCOURTEOUS TO SO. CHECK OF INVOICES REVEALS $18,000 UNCOLLECTED FROM STUDENTS NOW ON COURSE NEEDS FBO AND FINANCE INSPECTOR TO SET UP TREAS AND COLLECT. ADVISE GDN OFFICE RE LANDLORD EVICTING ORG. NO A/G HERE. BEST = MISSION BONGVILLE OBSERVER.

Now the Observation Mission went out because the CLO Data Bureau found Bongville was not reporting.

This telegram meets up in CLO's Data Bureau CIC with a ton of public complaints in the Bongville area.

A rapid evaluation is done by the CLO CIC Evaluator using any current data on Bongville.

The WHY taken from CLO CIC Evaluation turns out to be an illegal promotion to Bongville ED of a blown PTS staff member from Chongton Org who put the whole staff in treason and blew them.

The CLO Product Officer goes into action for the Product of a functioning org.

CLO ACTION Mission Orders for a new SO temporary ED and HAS for Bongville are quickly written, the Mission briefed and 24 hours later they are in Bongville handling. The GO is put in touch with the landlord. The CLO Finance Office sends an FBO. A/Dissem Aide reroutes a tour to include Bongville.

The new FBO forces $7,000 in collections by Friday,
and gets a Treasury Sec on post and hatted and the Flag
Invoice pack goes in.

The HAS phones the fired Bongville auditors, gets
three back. Auditing resumes. Six students are word cleared
and completed on course and the Flag Interne pgm goes in and
they begin to work in the HGC making nine auditors now
delivering.

The tech member gets the Mini Super hat on the Course
Super. The Flag Word Clearing pack goes in.

Two Tours students and Two Execs get routed via the
CLO for training on the Flag Checksheet courses.

The ex-ED and the ex-HAS are put on as "HCO Expeditors"
pending further handling.

The HAS reverts the org to cancel out the mad musical
chairs, begins to recruit, form an expeditor pool, train
and hat by Flag project orders and checksheets.

The temporary SO ED produces by coping.

The scene begins to untangle to the degree that Policy
and Flag projects begin to go in.

The Flag ARC Brk programme begins to go in and begins
to straighten out ARC Brks in Central Files.

One month later, the Tours students are back from CLO.
The org is rebuilt enough to deliver. Money begins to roll
in.

Two months later the first FEBC comes back, is genned
in as Exec Dir.

The second one returns. Is genned in as HAS.

They are told to get two more people to the FEBC fast
and an A/G is sent to the GO for training at GO request.

Flag projects are well in.

The CLO Mission pulls out.

The org remains stable but is carefully watched by the
Asst Management Aide at the CLO via her Project Board.

Meanwhile all reports and data have been flowing to the
CLO and to Flag.

Flag compares its data, evaluates this and other orgs.
Finds ex-staff members who have blown from an org are
uniformly PTS. A local Flag project to develop more data
and tech on PTS begins........

And the cycle repeats.

The CLO gets in the PTS project.

When an org doesn't get it in according to a CLO Management Bu Project Board, data is looked for in the files and an evaluation is done on the orgs that didn't get it in. If no data, an observer is sent.......

And that's the cycle.

The Flag WHY for the Bongville incident would be a CLO in that area not manned up and operating fully and not getting Flag Projects in.

The CLO basic WHY that let Bongville go to pieces would be that the CLO did not watch its Flag Project Bd and did not notice Bongville was not getting in any projects and was not reporting.

The basic WHY in Bongville was the promotion of un-qualified persons to ED and HAS who did not know or try to get in Flag Projects and instead went Ethics mad when they began to fail.

SUMMARY

A CLO is there to observe and to get Flag programs and projects in.

When a CLO doesn't report or backlogs, it gets Bongvilles.

It handles Bongvilles.   It must have its Assistant Aides, its Bureaux, especially a Data Bu, and a Mgmt Project Bd, a Missionaire Unit, and an Action Bureaux to handle Bongvilles.

But every Bongville it has to handle will be because Flag programmes and projects weren't going in in Bongville and the CLO didn't find WHY they weren't going in soon enough.

Flag Level - International WHYs applying to all orgs.

CLO Level - Continental WHYs to remedy to get Flag Pgms and Projects in.

Org Level - Divisional and Departmental and individual WHYs that prevent Flag Programmes and Projects from going in.

So that's the reason for a CLO -

To observe and to send all data to Flag and to Continentally find out WHY Flag projects and programmes are not going in in an org and remedy that WHY and get the programmes and projects in.

That's a CLO.

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