

HUBBARD COMMUNICATIONS OFFICE
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Remimeo
Basic
Staff Hat

COMM ROUTING
HOW TO TIE UP A WHOLE
ORG AND PRODUCE NOTHING

There are 3 types of Communication routing.

They are

1. Horizontal fast flow
2. Command Channels
3. Conference.

If these are not known one from another the whole org can get tied up. Despatches hide the desks and the executives. Independent policies cross up standard programs and chaos occurs.

HORIZONTAL FAST FLOW

The normal flow lines of an org are horizontal.

They do not go up, over and down on the org board. They pass from one unit to another sideways without going through seniors.

Almost all despatches should travel in this way.

It is fast flow, not inspected by seniors comm.

Examples:

Hatting Officer Dept 1 despatches Word Clearer Dept 13 directly and is answered back directly.

C/S Dept 12 despatches Supplies Dept 9 directly and is answered directly.

Tech page despatches E/O directly and is answered directly.

None of the comm ever goes to the originator's senior or to the receiver's senior.

Only when something goes wrong or there is a conflict do seniors get consulted or dive in on the line.

COMMAND CHANNEL

Command channels go up through seniors over to a senior and down to a junior. Or they go up through all seniors and back through all seniors.

It is used UPWARD for unusual permission or authorizations or information or important actions or Compliances. Downward it is used for ORDERS.

CONFERENCE

This is a line usually from an executive to the chairman of a governing body such as Advisory Committee or Executive Committee or Aides Council or Commanding Officer Conference etc.

It is used for program clearance or policy requests.

TABLE

Horizontal = Used for all normal flow.

Command Channel = Used for Unusual permissions or authorizations and downward for orders.

Conference = Used for getting clearance for programs.

SCRAMBLE

Now if you scramble these, you get chaos.

More and more people produce less and less while working harder and harder.

You even get something that is a liability or a bureaucracy or a government.

Such a scramble leads to lots of motion but nothing done. Lots of "work" is visible but the org mysteriously gets insolvent.

Let us look at an example:

Magazine Layout sends a magazine dummy he wants okayed up to Magazine I/C to Director Promotion to Dissem Sec to HCO Exec Sec to Division 7 Sec to LRH Comm to Issue Authority who okayes it and sends it back on same route.

This takes maybe 6 days.

It's idiotic. Why? Because an item that should be Horizontal is routed on Command Channels. FIVE needless terminals get involved. Promo is delayed.

The correct routing is Horizontal: Magazine layout to Issue Authority. The correct time would be a few hours at most even on normal comm lines.

Example:

Suppose we sent the pc after session to the D of P, the C/S, the TEO, the Tech Sec, the Qual Sec, the Director of Certs and Awards and then the Examiner. And returned him on the same route every session!

Nothing, but nothing would get done in Tech or Qual if one had such routing! But people sure would be "busy".

WHY

Why does a scramble occur?

Executives get anxious. They want to know everything. So they get themselves onto all Comm Lines.

Comm Lines are a lousy source of data.

The Executive should be watching PRODUCTS if he wants to know.

The Org Board up to date, the day's statistic investigations and inspections are the real sources of information. Not despatches.

Thus, by demanding to be on routing lines the executive can jam all lines.

One has to have a certain amount of trust in handling people.

By direct inspection of the org and its staff an executive learns who is or isn't on post, who is or isn't working. By sitting at a desk handling despatches the executive remains ignorant.

REVERSED

Many an org gets reversed in using comm channels wrongly.

Executives and staff activate programs without consulting any conference and inspect and relay every despatch!

The program one wants to do is thus unknown to others and crosses up all their programs. Yet at the same time the org is frantically curious about despatches!

ADVICE

If the org has lots of staff and no income, these conditions will be present:

- A. The comm system is not in as above but is scrambled.
- B. No Exec is walking around inspecting and getting people to work on their posts.
- C. Programs, uncleared with others, are being activated that tie up staff but produce little.

My advice is straighten it out and obtain production.

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