

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 FEBRUARY 1972  
ISSUE II

Remimeo  
All Executives  
All Staff

Executive Series 7

TARGETING OF DIVISIONAL STATISTICS  
AND QUOTAS

According to HCO Policy Letter of Dec. 16, 1965, "STATISTICS OF THE INT. EXECUTIVE DIV", a statistic is a number or amount compared to an earlier number or amount of the same thing and refers to the quantity of work done or the value of it in money.

In a Scientology Organization every Division, every Department and every post has an assigned statistic which represents its work or production. Also in a Scientology Organization there is always some individual assigned as responsible for the work or production of every Division, every Department and every post.

A Staff Member is required to report weekly the statistic of every post for which he or she is responsible. To do this the Staff Member has to keep a daily running record of such statistics; therefore, it is possible to compare the statistic of one day to the statistic of the day before; to predict by computation the projected statistic for the week as compared to the already reported statistic of the past week and to cause actions to occur which lead to the increase of the daily statistic and to the ultimate increase of the weekly statistic.

That the individual is directly responsible for being able to affect and increase such statistics is easily demonstrable - if a Letter Registrar spends most of her time wiping spilled coffee off Central Files folders rather than writing real letters which communicate and elicit responses for service then her statistic will certainly drop.

With the advent of HCO P/L of Jan. 31, 1972, "THE WHY IS GOD", there is no justifiable reason left for anyone as to why statistics cannot be raised. Therefore the reason for so few people directed into the organization for Registrar interview will mean exactly and only that the Letter Registrar is not producing.

Having, therefore, defined what a statistic is and having firmly established that the individual is directly responsible for a statistic and so can increase it, the subject of how targeting and quotas relate to statistics can now be covered.

Quota is defined as a production assignment. It would be the number assigned to whatever is produced. As an example, the Director of Training is given the quota of 45 letters to produce per day or 225 letters per week as part of his standard promotional actions.

Targeting is defined as establishing what action or actions should be undertaken in order to achieve a desired objective. In the case of the Director of Training it would be as simple as obtaining from Central Files the necessary 45 folders, writing the required number of letters, returning the folders to Central Files and determining to remain on post daily until this was accomplished no matter what (known as keeping his own Ethics IN).

Any quota can be targeted for increase daily and weekly. For instance the Director of Training can establish a quota of 5 extra letters per day over that of the day before. This would mean he would write 45 letters one day, 50 letters the next day, 55 letters the day after that, and so on.

In highly successful organizations the practice of setting quotas and targeting has been in use for some time.

The Product Officer (or in the absence of the Product Officer, the Executive Director) establishes with the Divisional Secretaries exactly what quotas will be for the weekly Divisional statistics in order to increase them over those of the previous week and HOW this will be done. The Divisional Secretaries do the same with their Department Directors, the Directors with their Section In-Charges, and the Section In-Charges with the personnel under them.

The quotas established are real and are always higher than those of the week before, with the idea in mind of creating a continually rising statistical graph. If this is done, the statistics rise, the organization expands, and more personnel are recruited, apprenticed and trained on posts so that more production can occur to keep the statistics rising.

The targeting of actions necessary to accomplish the quotas are definite, conform to policy and can be done. Do not permit nebulous generalities to occur on the targeting cycle as nothing will be accomplished and no quotas achieved.

All staff must keep a daily graph of their statistic and an accumulating graph for the week, both on the same graph sheet. An accumulating graph merely means you keep adding one day's statistic to those of the day before. In the example of the Director of Training it would be 45 letters Monday, 95 letters Tuesday (the 45 letters of Monday added to the 50 letters of Tuesday and so on). Daily the persons responsible check these graphs with their juniors. From these graphs it is easy to see whether the statistics are rising, whether quotas are being met and whether the statistic will be higher than that of the prior week.

By such means targets can be unbugged, new targets established and new quotas projected; or hatting and more establishing can occur, or Ethics can be put in where the individual appears incapable of keeping his own in (as in the example of the Letter Registrar who spends more time going to the Canteen for coffee than on post).

A set time can be determined daily as to when each staff member should have his graph posted for inspection - probably 2:00 PM would be best as this is the time established as when the week starts and ends, from the Thursday of one week to the Thursday of the following week. Seniors can then easily make their inspection without being delayed while some staff member computes and posts his graph.

By setting quotas and targeting towards their production, get your statistics rising.

The Controller

for

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