

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo : HCO POLICY LETTER OF 16 NOVEMBER 1976
All Staff

Org Series 37

Executive Series 19

PRODUCTION QUOTAS

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Pg 418 Mgmt Series

In a recent pilot, executed at my orders by the Staff Captain, it was found that:

WHERE A STAFF MEMBER DOES NOT KNOW THE
SUB-PRODUCTS WHICH GO TO MAKE UP A GROSS
DIVISIONAL STATISTIC THE GDS WILL SUFFER
AND FALL.

And it was also found:

WHERE SUB-PRODUCTS ARE NOT GIVEN A QUOTA,
QUOTAING A GDS FALLS.

The report on the pilot follows and is given in full as it is an excellent example of what a product officer or executive runs into and how it is solved.

"During the last two weeks, while running the FSO, I've had a lot of experience with the above subject, and thought that the data that I have on it might be useful to you."

"When first going into the org I pushed for actual products along with quotaing of the GDSes."

"This went over very well, however, the day you sent a telex to quota the products that make up the stat, things really started moving much better."

"Your telex really opened the door for me as to how to go about getting an org to work on products and get stats up."

"Here is the best example. The week before last on Monday or Tuesday the St Pts were heading for bad downstats for the week. The D of T was more or less tearing her hair out about how she could meet her quota. She and the Tech Sec were trying to figure out what had changed.

"This was right after I had read your telex referred to above, so what I did was to tell them how they had to work on the products that make up the stat."

"The next step was to list out what the sub-products were that made up the stat. I just made a very simple list, not necessarily a complete one of: (1) Course Starts, (2) F/Ning Students, (3) Students that are on target, (4) Students that increase their production daily. Then made sure the DofT would understand how these made up the stat."

"The next step after that was to change 1-4 above into # of".

"This brought about one could call instant sanity, and exclamations of realizations of how the area could be handled.

"This was followed up by making the D of T work on each of these products. It took alot of work and figure out how to do, as far far from all students were F/Ning, etc. It took actions like finding every bogged student and debugging him on a flat out basis.

"The end result was that the stat did not crash, but went up some, and this week went up even more."

"Other actions were required in the area, such as the Qual Sec and Chief Off sorting out the TRs Course, the D of T doing TRs, and more, but it worked for sure,

"After this, we made this the pattern for the Dept Heads to follow: i.e. work on the products and sub-products that make up the stat, list them out, quota them, make the quotas, make your GDS quotas."

It has also been put in on Dept 13 lines, so that Tours and external Reges are no longer pushed on GI and Bodies only. There pilot project with Flag Service Consultant WUS since a few days which puts in a whole sub-product system and quotaing and reporting on it, which was very well received."

"However, what I also wanted to tell you..is that this does not go in automatically, we're still catching bugs on it.

"These are the bugs that have been run across:

"1. Dir Reg had a bunch of sub-products and products beautifully quotaed, but when asked what his quotas were for 'closes' and 'completed Reg cycles', he dropped his jaw as he had not thought about that.

"He immediately quotaed these and production increased right away.

"2. The Dir Procurement (Dissem Sec HEA), had not set any quotas for CF/Address as she stated 'that that area would not be possible to quota'. Her MU was that she thought she had to quota every single area of Addresso, rather than the part they were working on at the moment. She had a major win on this.

"She also kept her quotas in her head as, she 'hated to have papers lying around'. She since has them all in a book and is very happy.

"3. The Dist. Sec could not think of the sub-products that would produce NNCF."

"4. The Dir Income was working on sub-products in such a way that they did not add up to his GDS, or rather, that they did not result in his GDS quota being met, and tried to justify this."

"Several others required close personal contacts to list out what the products would be that made up their stat."

"MUs are still coming up, but it sure works! It's brilliant, Sir."

"My picture of an org that operated on this basis with every staff member should be incredible."

"Now, I have looked at the trouble an executive would run into implementing the order to quota products that make up stats, and I can see lots, unless you know exactly how to do it."

"This is what I see on it:

"You would have to keep the GDS quota there and in mind constantly, as if you don't, things can slack off too easily."

"You would have to bring the terminals concerned to an understanding of the cycle of working on products that make up the stat."

"You would have to get a list of what the products and sub-products are, without making it miles long."

"You would have to make sure that the list is complete per policy and actually makes up the stat."

"You would then have to make sure the list is quotaed."

"You would then have to make sure that the quotas are met, and you would have to watch out for anyone using it wrongly, so the GDS quota is not met."

"On most of these you would have to make sure that there are proper 'figure out how to do's', on how to go about getting the products."

"The above actually, now that I look at it, fits in exactly with your PLs on Name, Want and Get the Products."

"I think also what is of importance is that you really break down what it takes to get the products; i.e. if the DTS here was told to get 10 Fully Paid into the org, she would be 'blank', until you broke it down into make up the list of them, make so many contacts, get so many ETAs, etc."

"Pressure is still required to get a momentum and keep it going."

"Another example is getting out over 100,000 pieces of promo in one week. It takes incredible detailed planning that covers everything; when what was to be through I/A and on the assembly line what checks have to be gotten when, what has to be addressed when and franked, what all Hands are needed and when, etc. I had to force through, exact planning on this with targets assigned etc. and then push like mad.

"The use of HCO PL Exec Series 7, is also very important in all this."

Therefore these conclusions can be considered valid and vital:

EVERY GDS MUST BE BROKEN DOWN INTO SUB-PRODUCTS AND THE STAFF MEMBERS MUST KNOW THEM IN ORDER TO ATTAIN A GDS.

And:

EVERY SUB-PRODUCT MUST BE QUOTAED FOR A GDS QUOTA TO BE ATTAINED.

L. RON HUBBARD
FOUNDER

for the
BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

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