

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 MAY 1980

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RECRUITMENT BREAKTHROUGH

I recently made a breakthrough in the area of recruitment that I want you to know about and apply.

I've never seen it fail that when an organization is saying "We can't get any staff" this is due to one of two things: either (a) it's absolutely impossible for the public to get there, or (b) somebody is actively turning them away. It's quite remarkable really. It's one for one. It's either one of those two things.

NO APPLICANTS

People are eager to help. Yet I have found an organization not doing standard recruitment actions saying, "We can't get any staff."

In one organization that couldn't get any staff I found they had gone on an active campaign to turn people away. The way this organization was situated, it was impossible for them not to get applicants. But sure enough, they had somebody on the line who was just turning applicants away.

It's really very simple to solve this. Just go to the point that is approached by the public who want to get on staff. It doesn't matter whether that's on a mail line or across a desk. You just trace where the requests to join staff come in or where the people walk in and want to join staff. Go through their letter files or do an observation or ask the persons at these points what they tell people. Then straighten them out. Personnel flows will start up at once.

The personnel scene is as simple as this. You simply open the door and let the public walk in.

LOCATING THE ORGANIZATION

In another case there was an organization which was located in the vicinity of other organizations. It couldn't be found. They didn't even have a sign saying that they were there. It was absolutely impossible for people to get there because nobody knew the org was there. The location of this organization should have brought in many applicants, but nobody could find it!

GROUPS

Essentially organizations consider themselves a sort of club. They tend to shunt off any persons trying to approach

them from coming into the group. They actually have an impulse in this direction. It seems to be an absolutely dedicated thing.

### CAMPAIGN

If you run into this occurring in your org, do a general campaign. Put up signs and make sure that people know where to find you.

Put a stack of staff contracts on the reception desk. And brief your receptionist that he routes staff applicants to the Personnel Procurement Officer or the HCO Area Secretary or whoever is interested in getting people.

Put a couple of well-lettered little signs in the student area or the public area that look very posh and simply say: "HCO (Org) is accepting applications from upstat persons who are knowledgeable in (mention several fields of interest here). Contact (whatever name you wish and whoever you can trust)."

Direct public to a specific person listed to be seen; otherwise you lose your would-be staff simply by misrouting at reception when people come in to apply.

And if you're really on the ball, you can even keep an employment application log with the person's name, address and where he can be contacted. Place it at reception, well marked "EMPLOYMENT APPLICATION LOG" where anyone could sign in. That way anyone in the org interested in getting people can follow up on these applicants.

### ADMINISTRATIVE LINES

Applications will start pouring in and you have to set up administrative lines to handle these. You also have to have recruiting application forms with qualifications listed so that these can simply be handed out or mailed out in reply. And then set it up so that when the person comes in he is not immediately told by the PPO or someone that everything's changed now and he isn't permitted to come on staff!

### PROJECT PREPARES

Another important line is the Project Prepare Line. You have to have a project prepare. Some people want to come on staff in a month or two after they've sold their house or quit their job or.... So you have to have a project prepare to care for these things. But the fatalness of a project prepare is that the project prepare application is very often lost or misfiled and nobody contacts the person again. So that line can get busted down too. You have to set it up so somebody cares for these people on project prepares and so that you don't lose people on project prepares.

### SUMMARY

So when you hear "We can't get any staff", realize it's one of two things: either it's absolutely impossible for the

public to get there or somebody is actively turning them away.

Check for these two points, run your general campaign, dig out the personnel procurement policies and apply them to those applicants flooding into your org!

Your personnel troubles will be over.

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for the

BOARDS OF DIRECTORS  
of the  
CHURCHES OF SCIENTOLOGY

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