

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

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HCO POLICY LETTER OF 5 MAY 1971RA  
ISSUE II  
REVISED 9 NOVEMBER 1979  
RE-REVISED 27 AUGUST 1982

(Revisions in Script)  
(Ellipsis denotes deletion)

(Re-revised 27 Aug 82 to update the reference section of the issue, to delete from the third paragraph the statement describing Power as "Near vertical up", and to clarify the condition of Power as a trend.)

READING STATISTICS

<u>REF:</u> HCO PL 9 Nov 79R	HOW TO CORRECTLY DETERMINE A
Rev. 27.8.82	STAT TREND
HCO PL 3 Oct 70RA	STAT INTERPRETATION
Rev. 27.8.82	
HCO PL 6 Nov 66R I	ADMIN KNOW-HOW, STATISTIC
Rev. 9.11.79	INTERPRETATIVE, STATISTIC
	ANALYSIS
HCO PL 6 Mar 66 II	STATISTIC GRAPHS, HOW TO
	FIGURE THE SCALE
HCO PL 27 Aug 82	VITAL DATA: POWER AND
	AFFLUENCE CONDITIONS

In a local org area one reads the Division stats for the WEEK. A Dept reads its stats by the DAY. A section does it by the HOUR. You can also read all Div GDSes by the day; successful orgs do.

TRENDS are used in more remote areas from the org, to indicate successful leadership or broad admin or tech situations. TRENDS are used locally to estimate expansion or warn of contraction.

Thus in weekly condition assignments one only considers two things: that exact week and the slant of that one line. Steep near vertical down: Non E. Down: Danger. Slightly down or level: Emergency. Slightly up: Normal. Steeply up: Affluence. . . . (As Power is a trend, it is not judged on a one-week basis only nor by a single line on a graph. Power is a Normal trend maintained in a high, high range; thus a Power condition must be determined by more than one week's worth of stats.)

Note that these slants for Non E through Affluence are used to determine the stat condition for the week. Measuring stat trends, a trend over a 3 or 6 week period or longer, is covered in HCO PL 9 Nov 79R, Rev. 27.8.82, HOW TO CORRECTLY DETERMINE-A STAT TREND. Additional data on Power as a trend is given in HCO PL 27 Aug 82, VITAL DATA: POWER AND AFFLUENCE CONDITIONS.

The volume of the stat has little to do with it. Level at high or level at low are alike Emergency.

The proof of this is that you always find a why and it's always some change.

Typical argument about stats: "I know it's down a bit but it's so high generally that it's Power." (Even with stats validly in a Power range one would handle a dip in the stats

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Ex. III-4-E

with the appropriate condition formula.) Or: "I know it rose but it's so low that it's really Non E." All this is being reasonable. Status think.

When you don't value stats this way you don't catch the improvements or flubs that, piled up, wreck an org.

I recall a D of T who had high high stats. One week they plunged. He said, "Oh of course. We graduated some students and....." But I rejected that and looked and looked and lo and behold they'd changed their method of handling students! This, found and repaired, sent their stats soaring!

When you let status reasoning get into stat assignment of conditions, the org has had it!

The weekly condition assignments must be accurate. Only in that way can one maintain expansion.

Also, it's a bit mean to nag around about a rise. "But it isn't much of a rise, you're really in too low a range to have a rise count....."

A rise is a rise. They at least got more. Now, better organizing, they will get more than that. Week by week it goes up.

Similarly to discount a fall just because stats are high high high is folly. They could do week before last's as they did it. So what was wrong that they couldn't do it again? If they got exhausted at it week before last they need more help, obviously. Or better organization.

Only if you use the single week can you properly locally manage.

If you keep it up the org will start to occupy more space, need more people, need more equipment. Actually the area control of the org increases and stability and viability increase.

If stat declines for the week are brushed off the org will shrink, become less stable, will demand more work by fewer and will be a burden.

When you manage by the stat you don't go wrong. But it has to be an honest stat and explanations that aren't the real why have to be rejected.

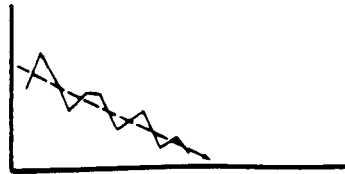
As you work with this, all becomes revealed. And one has a total control of survival.

L. RON HUBBARD  
FOUNDER

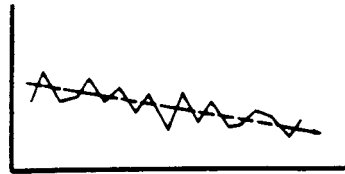
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This would be a Danger TREND: (plotted by weeks)

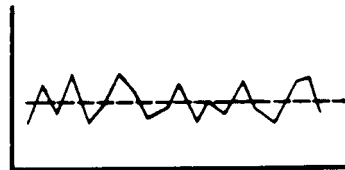


This would be an Emergency TREND:



As you can see, it is not so steep.

This would also be an Emergency TREND as it will collapse - nothing stays level long.

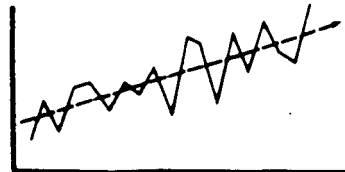


This would be a Normal TREND:

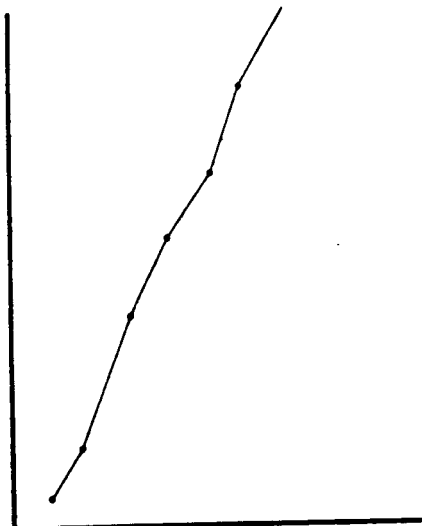


Any slight rise above level is Normal.

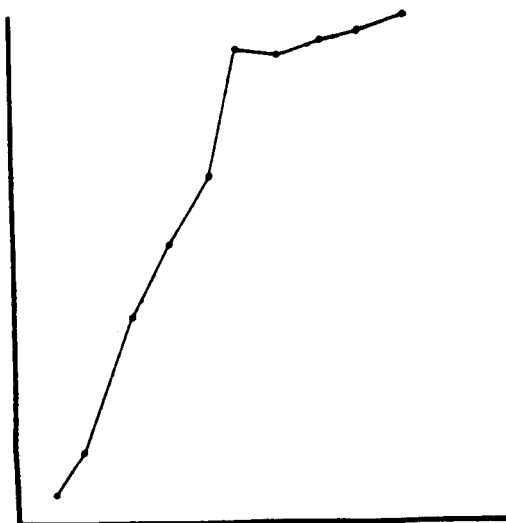
This would be an Affluence TREND:



This would also be an AFFLUENCE TREND. The graph is steeply Affluence-trending.



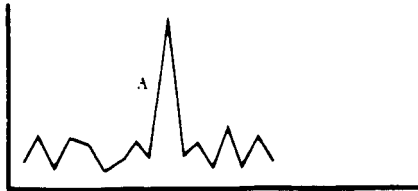
This graph shows AFFLUENCE GOING INTO POWER:



The Affluence trend has peaked at a new high range.

Power is a Normal trend that is being maintained in a very, very high range. (Ref: HCO PL 27 Aug 82, VITAL DATA: POWER AND AFFLUENCE CONDITIONS.)

A single day or week's graph goes into Affluence differently:



Point A is the single Affluence. The TREND however is barely normal as the single surge did not maintain itself.

#### REMOTE MANAGEMENT

Not knowing TRENDS, remote management can err. An Org or Division may be in an Affluence Trend and because the last week's stat was a bit down, actions can be (and have been in the past) taken against the org or one of its divisions and broke the winning streak.

The reason for this Policy Letter is several cases of remote management failures to use trends to estimate the state of an org by its stats.

A remark "All GDSes were down" could be at first glance factual until it was seen that all GDSes were in Affluence Trend.

#### REASON

The reason for this is found in the Data Series Policy Letters.

A valid statistic is the best indicator of the Ideal Scene.

When an Org or Division has departed from its Ideal Scene, it cannot be made to recover in an instant.

The re-approach to the Ideal Scene for a group is by a gradient approach because so much has to be done.

One can't ordinarily jump from making 2 cars a week for months to 2,000 cars a week in one week. Workers, tools, materials, machinery out of use all have to be moved back into line. It may go to 15 cars, then 120 cars then 200 cars then 750 cars then 800 cars then 20 cars then 1,000 cars then 1,500 cars then 1,800 then 2,000.

It is so easy for a thetan to postulate a fact and so arduous to move it into Mest Universe existence that management tends to be impatient.

"Get CF Straight" takes  $1\frac{1}{2}$  seconds to say but may take 6 weeks of time for a manned up specially appointed crew to accomplish.

"Get CF Straight" is easily said to an existing undermanned staff. They do but "Letters Out" falls to 10 from 1,200.

It is so easy to think it. But thinking it isn't doing it.

The right way is to program it. "Recruit 2 new staff members. Hat and train on CF. Get CF straight" is the right statement.

... down traces to backlogs being built  
... overloaded staffs, to ...  
... failures to hire, hat, train and pro-

... stats in an org's divisions almost al-  
... hiring, hatting, training is  
... Utilization of staff is not good.

But of TREND it shows the overall tendency to approach or  
depart from the Ideal Scene.

When you are close up you can do something about it and  
when you are far away the day's or the week's stat has already  
changed before any order could ever arrive.

In remote management, not managing by TREND is a serious  
fault as one's orders are always rather unreal.

An upward TREND even if only slightly upward shows people  
are trying and level or downward shows it is in trouble.

TREND is the overall measure of expansion or contraction  
and is the most valuable of stat messages.

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